2012/12013

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EXECUTIVE MAYOR'S FOREWORD AND SUMMARY

COMPONENT A: MAYOR'S FOREWORD

Context of the Annual Report

Assessments and conclusions about the state of Theewaterskloof Municipality in 2012/2013 are based on requirements of certain Acts:

- Constitution of South-Africa;
- Local Government: Municipal Systems Act (32 of 2000); Local Government: Municipal Structures Act (117 of 1998); Municipal Financial Management Act; and
- Pieces of municipal related legislation.

This report provides an overview of the state of the municipality, council and administration in the report year; matters of functional service delivery; financial sustainability; and threats, challenges and opportunities that matters of functional service delivery; faced the local authority in 2012/2013.

Theewaterskloof municipal vision is to increase its effectiveness as a local government through an effective operational structure, supported by sustainable infrastructure and human abilities and capacities, in an environment conducive for growth, development and functional service delivery; and to create short, medium and long term financial sustainability with sufficient sustainable sources of income.

Political compliance

The political sphere, Executive Mayor and Committee and full Council, of the local authority secured compliance

- and incorrupt governance.
 - Effective administration.
- Good governance by council.
 - Financial sustainability.
- The Constitution in terms of public involvement in third tier government.
 - The Public Access to Information Act.
- Integration on various levels of governments: local, district, provincial and national.
 - Political stability and interaction between political structures and administration.

Threats to Theewaterskloof Municipality

The municipality dealt effectively with various threats where several mechanisms and modes operandi were developed and implemented to deal with challenges.

- Disinformation spread to the public by political opportunists disrupted municipal service delivery and caused a degree of public disobedience and violent protests. The political structure and administration worked together closely to develop functional means to deal with public grievances.
- humanitarian threats of mass migration of people from other provinces to Grabouw and Villiersdorp. People come to TWK for work and services and mostly become dependent on the municipality. It is difficult to budget for the needs of the rapidly growing population and to ensure that poverty and marginalisation does not spiral out of control. Council however accepts the democratic right of people to live where they want, and is working closely with the administration to extend indigent support to all in need. Council however realises that the financial pressure of migration to this region should be addressed jointly by local, national and provincial governments. The political structures provided guidance to management to deal with financial

- Council took decisive actions to ensure TWK's long term financial sustainability and adopted this as the municipality's primary objective. Interventions in this regard include Local Economic Development to increase the existing limited tax and tariff basis. In the report year Council participated in initiatives that lead to rapid business development in the region and especially the Caledon area. It resulted in almost 1000 jobs and increased taxes and tariffs in 2012/2013. Council also took actions to obtain income for unfunded mandates and to redress shortcomings in the national financial model for municipalities. Other interventions included savings on overheads, increased debt collection and the scouting of alternative income sources.
- Communication with the communities became a core function to succeed with good governance and subsequently council adopted this function as it second highest priority in the report year. In articulation with the administration SLA's were re-launched whilst ward committees and communication tools became more effective.

Key policy matters

- requirements and prescriptions of the Municipal Systems Act (32 of 2000). Through the implementation of the Schutte-model for drafting IDP's, which is regarded as a best practice in municipalities, Theewaterskloof obtained maximum community inputs and participation on the IDP/Budget for 2012/2013 and the two outer years. In the process of drafting the IDP/Budget the public and municipality spoke freely about matters such as public expectations, municipal abilities and capacities and threats to the authority's financial sustainability. The Integrated Development Plan for Theewaterskloof Municipality was drafted in accordance with the
- The municipality adhered, in the delivery of all its core functions, to Acts and legislation prescribing public participation through various processes. Processes include Ward Committee activities, Service Level Agreement-activities and public meetings. The municipality declares that the public participated n all municipal activities.
- The municipality complied with the prescriptions and demands of the Public Access to Information Act and this occurred through regular town newspapers, corporate newspapers, press releases, brochures, pamphlets and negotiations where information was transferred.

Key achievements

- The municipality interacted with the public by means of a research done for the IDP; the authority developed its understanding of the communities' profile and the socio-economic (welfare, demographics, employment, poverty, education and training of the people within the municipal area. By understanding the municipality has knowledge about the real needs of people and communities and what municipal actions are needed to create general and economic growth and development.
- The municipality by and large succeeded with its SLA process and entered into second generation agreements with most towns. Service Level Agreements of towns were evaluated by communities and the results point towards improved service delivery.
- service delivery and upgrading by development of key infrastructure with extended design capacities and operational expectancy. protests the municipality improved Despite political driven public
- one municipality extended its support to poor families through the indigent household support program, the spreading of basic service delivery to more people and job creation interventions as part of the LED-function.
- The municipality implemented its housing allocations in four towns and facilitated good houses to hundreds of beneficiaries and families.
- The municipality planned for short to medium term financial sustainability and implemented organisational strategies and approaches to ensure that outstanding debts are recovered, that the client pay for all services, that the rand is utilized to its optimum and that operational savings add to
- The South African Local Government Association (SALGA) and the Department of Local Development and Tourism in the Western Cape, confirmed, after the second round of local economic development

that Theewaterskloof Municipality's LED-function still fairs maturity assessments in December 2012, the best of all municipalities in the province.

Final thoughts

It was a tough year and the challenges to maintain development and service delivery in a politically heated environment was met; but with time and effort that should have gone into service delivery and municipal financial sustainability initiatives.

The budget for 2012/2013 was successfully implemented and an index will indicate that services were spread to people who need it most, i.e. indigent households.

Challenges of the day were dealt with successfully and a foundation was laid for long term financial sustainability. The municipality remained one of the best in South Africa. Despite limited resources effective and sustainable services were rendered through skilled, experienced and committed personnel and good infrastructures.

The baseline assessment is that the municipality moved forward in 2012/2013 and that it progressed in terms of its responsibilities, tasks and service delivery.

Acknowledgements

I thank Municipal Manager, Mr. Stan Wallace for the incredible work done by him, his management team and all

I thank the Executive Committee for their support and dedication to this fine municipality; it was a privilege to lead people of your calibre.

I thank all parties in Council for their support.

Thanks to directors, town managers and all personnel.

Thank you to the public that worked with us and actively participated in processes which lead to good municipal governance and services. Thank you for supporting us and for allowing us to serve you.

I Praise our Heavenly Father for His guidance, without Him nothing would have been possible.

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Mayor/Executive Mayor

COMPONENT B: EXECUTIVE SUMMARY

OVERVIE MUNICIPAL MANAGER'S 1.1.

action that moved from town to town in the first The report year followed in the wake of service delivery protest action that moved from town to town in the fi semester of 2012. Subsequently the start of the report year was marked by a negative and pessimistic mood. The first few months of the year was spent to normalise the functioning of the municipality and to address the disruption, caused by the protest actions, within communities.

community and the There was a general fear that the protest actions created long term distrust between the comr municipality and therefore it was important to find new means to communicate with communities. The IDP/Budget process provided an opportunity to redress this matter mainly through the Schutte-model and to achieve community involvement, participation and relationships have been stabilised. Through the Schutte-model the authority and the public engaged intensely and reached new levels of mutual understanding and respect. This must be regarded as a key achievement in the report year.

momentum beginning of the year it was clear that Theewaterskloof municipality had to regain the had in the previous term and for that the aim was to address the following challenges and threats: From the

- Financial sustainability.
- Service delivery.
 Stakeholder's expectations and perceptions.
 - Internal tensions and relationships.

- Continuation of good corporate governance. Continuation of good institutional capacities. Reducing the gap between public needs and expectations and municipal abilities.

and large administration and the political structure had to return to the basics which they implemented and succeeded with from 2006 to 2011. After a council and management workshop in September 2012 all internal role-players in the municipality understood and agreed that financial sustainability had to be the key priority for the year.

There was a need to implement a financial sustainability strategy with emphasis on the following:

- Increased success with credit control and revenue collection.

 Departmental projects to enhance revenue generation and cost savings.

 Creating an environment that would attract investors and developers.

The workshop indicated communication as the second highest priority and the function needed to be upgraded to improve communication between the municipality and the public, to allow the municipality to understand the extent of public needs and to make the latter aware of municipal constraints based on resources and capacities. To a large degree this matter was dealt with adequately in the report year,

Matters that received attention were:

- Review of the communication strategy. Review of the IDP process.
- Review of the ward committee functioning.
- Improved relevance of the town and corporate newsletters. SMS communication. Xhosa help desks.

reached a point where it could no longer buy capacity. It was decided that the productivity assessments should focus on human resources management, financial management, equipment, the fleet, material management of productivity in innovative methods as the municipality to the redressing the way paved and technology. workshop

which methodology and results were tested had been completed. Based on lessons learnt the will review the methodology; whilst the adopted approach will be tested in the revenue The pilot in which methodology municipality department.

The strategy to improve service delivery focused on the following:

- action and certain service delivery protest learnt from service the lessons Implementing

 - Reliable understanding of the services needs and expectations of rate payers and consumers. Re-launching the Service Level Agreement (SLA) mechanism to proactively involve the community identifying and defining key service delivery issues within all communities. Assessing municipal performance in terms of set standards.

 - Assimilating steps to improve service delivery demands. Staying on course with housing projects.

In regards to stakeholder expectations and perceptions the most important challenge was to ensure that stakeholders developed knowledge and understanding of challenges facing the municipality and to facilitate a situation in which public expectations became more moderate.

Public road shows, the re-launching of the SLA's and the IDP and Budget drafting methodology and process were part of the strategy to align public expectations with the municipality's institutional capacity.

At a summit, members of ward committees were informed of constraints that the municipality faced. The importance of obtaining community cooperation to deal with the challenges was reiterated; as was the need to restructure certain wards committees and the relevance to have special meetings with specific interest groups such as organised agriculture, rate payer organisations, potential investors and developers.

The municipality reviewed the format of newsletters and the web site to create understanding between the municipality and the public and to improve communication. Establishing street committees and mechanisms for communities to participate in solutions is also currently being considered.

In regards to corporate governance contract and project administration is receiving special attention

The municipality adopted an action plan which should result in a clean audit report in 2014

been filled to improve service delivery and key aspects of corporate positions have number of key governance. Another focus was on Local Economic Development to escalate the business sector, create jobs and broaden the municipal income basis. The South African Local Government Association (SALGA) and the Department of Local Development and Tourism in the Western Cape, confirmed, after the second round of local economic development maturity assessments in December 2012, that Theewaterskloof Municipality's LED-function still fairs the best of all municipalities in the province in creating an environment conducive for local economic development and growth. As some of the interventions started to produce, results pressure on internal role players was relieved. It allowed the municipality to focus on financial sustainability through:

- Development of income sources other than tax and tariffs, Discussion with other spheres of government to increase National and Provincial funding to deal with the financial implications of the high rate of migration to the metro areas of TWK.
 - Negotiations for a new funding model for local government.

quite At the end of the year some elements of crisis management still existed and the municipality has achieved the same levels of proactive focus and momentum as it did in the previous term. It was however been a most successful year since the 2011 election. The municipality made a turn and is busy to recover and improve.

(Signed by :)

Municipal Manager

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ENVIRONMENTAL MUNICIPAL FUNCTIONS, POPULATION AND OVERVIEW 1.2.

1.2.1 INTRODUCTION TO BACKGROUND DATA

The 2012/13 Annual Report reflects on the performance of the Theewaterskloof Mmunicipality for the period 1 July 2012 to 30 June 2013. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial

The report aims to provide the reader with an insight into the activities of the municipality during the past year.

1.2.2 POPULATION

The Municipality is estimated to account for **42%** or **108 790** of the Overberg District's population in 2011. Compared to 2001 census, TWK population growth is estimated to have increased by 14%.

1.2.3 TOTAL POPULATION

MUNICIPALITY	CENSUS 2001	COMMUNITY SURVEY 2007	CENSUS 2011	% GROWTH
Theewaterskloof	93 276	86 721	108 790	14%

1.2,4 POPULATION PROFILE

	Black African	Coloured	Indian	White	Other	Grand Total
			ASIAN			
Ward 1	1395	6222	38	1535	65	9526
Ward 2	312	7246	41	269	148	8443
Ward 3	1402	6277	24	398	74	11174
Ward 4	1180	3348	29	2487	59	7102
Ward 5	4188	5369	101	1868	101	11627
Ward 6	2711	3846	18	85	146	6805
Ward 7	1685	2806	28	620	83	8223
Ward 8	2603	2450	0	7	9	2066
Ward 9	2018	5581	22	373	2	7995
Ward 10	1409	3874	10	553	58	5904
Ward 11	2072	2814	21	363	23	5293
Ward 12	3070	4318	14	161	14	7576
Ward 13	4713	8326	45	1025	218	14325
Grand	28757	68478	387	10173	995	108790

1			
-			Total
	4730	4526	9256
2	4123	4320	8443
3	2633	5541	11174
4	3650	3452	7102
5	6700	4927	11627
9	3466	3339	6805
7	4118	4105	8223
8	2566	2500	2066
6	4124	3871	7995
10	3000	2904	5904
11	2641	2653	5293
12	3607	3970	7576
13	7105	7219	14325
Grand Total	55463	53327	108790

1.2.5 HOUSEHOLD PROFILE

The total number of households within the municipal area increased from **20312** households in 2011/12 financial year as per census 2011 data to a total of **21572** households in 2012/13 financial year. Household data is based on the number of accounts issued as per the financial management system.

Households	2009/10	2010/11	2011/12	2012/13	
Number of households in municipal area	22056	22906	20312	21572	
Number of indigent households in municipal area	5911	5289	6157	5749	
Percentage of indigent households in municipal area	26.80%	23.09%	30.3%	26.65	

1.2.6 SOCIO-ECONOMIC STATUS

The socio-economic information for the municipal area is as follows:

Average pass rate for numeracy and literacy (%)	77.6
Households with No Income (%)	31
Unemployment Rate (%)	42
Housing Backlog	8 467

1.2.7 OVERVIEW OF TOWNS/WARDS

	CENS	CENSUS 2001		CENSU	CENSUS 2011	
TOWN	WARD	POPULAT ION	POPULAT	NUMBER OF HOUSEHOL	NUMBER OF HOUSEHOLD S (FARMS)	% GROWT H
RIVIERSONDEREND	1	8534	9256	1477	1234	8.46
GREYTON (Bosmans kloof &	2	12304	8443	2582	0	-31.38
Heuwelkroon)						
GENADENDAL(Genadendal,				·• · · · · · · · · · · · · · · · · · ·		
Bereaville & Voorstekraal)				- <u>- 4 </u>		
CALEDON (Myddleton, Bersig,	9	6566	11174	2805	0	70 17
Uitsig, part of Caledon Town,						
Station and industrial area)						
CALEDON (Tesselaarsdal & part	4	9847	7102	859	1353	-27.88
of Caledon Town)						2
VILLIERSDORP (Elandskloof,	lo.	9078	11627	1134	1621	28.08
High Noon, Helderstroom and						}
part of Villiersdorp Town)						
VILLIERSDORP (TWK Dam	9	8252	6805	2245	0	-17.53
Estate, Dennehof, Nuwedorp,						
Informal Settlementsand Part of						

		ION	ION	NUMBER OF HOUSEHOL	NUMBER OF HOUSEHOLD S (FARMS)	% GROWT H
BOTRIVIER (Botriver, Lebanon	_	10320	8223	1579	514	-20.32
and De Rust)						
GRABOUW (Rooidakke, City	ω	2661	5066	1029	0	90.37
Council, Jagersvlakte, Elgin						
Timbers, Proefplaas, Applegarth,						
Eikenhof, country Club)						
GRABOUW (Nuweberg,	6	18244	7995	126	1467	-56.18
Greymead, Vyeboom)						
GRABOUW (Elgin, The Valley,	10	7473	5904	0 (FARM)	1397	-20.99
Monteith & Arriskraak)				7-100-		
GRABOUW (Pineview, Beverley	11	N/A	5293	1552	0	
Hills, Waterworks & Nuwedorp)						
GRABOUW (Xhola Naledi,	12	N/A	7576	1127	506	
Hillside, Oudebrug &						
GRABOUW (Grabouw CBD,	13	N/A	14325	3796	0	
Klipkop, Molteno Park, Elfco,						
Melrose Place, Siteview,						
Dennekruin, Iindistrial Area &						
	Total	93276	108790	20311	8093	14%

1.2.8 NATURAL RESOURCES

Major Natural Resource	Relevance to Community
Botrivier – Boreholes	Drinking water source
Theewaterskloof Dam	A natural source and serves City of Cape Town with drinking water as well as a recreational facility eg. Boating, fishing etc.
Grabouw - Wesselsgat Dam and the Eikenhof Dam on the Klipdrift River	A natural resource and serves as recreational facility for kickboat fishing, camping as well as for irrigation.
Genadendal - Supplied from the Weir situated in the Baviaans River	Serves as natural resource for drinking water only for Genadendal.
Voorstekraal - Weir from a perrenial mountain stream	A natural resource that serves Voorstekraal with drinking water only
Bereaville - Weir from a perrenial mountain stream	A natural resource that serves Bereaville with drinking water only
Boschmanskloof - Obtains water from a perrenial mountain stream	A weir was constructed to the North of the Residential area and serves as natural resource for Boschmanskloof.

Major Natural Resource	Delevence to Community
	Neighbor to Community
Greyton - Supplied from a weir on the Wolwekloof mountain stream and a weir on the Gobos River. Irrigation water is abstracted from the Plattekloof and Noupoort streams	Natural Mountain Streams and serves as drinking and leiwater for Greyton
Tesselaardal - Borehole and Weir from a non-perennial mountain stream.	Natural Mountain Streams and manmade boreholes serves as drinking water for Tesselaarsdal
Bethoeskloof - Supplied from the Borehole in Tesselaarsdal and a weir from the Bethoeskloof Stream	Natural Mountain Streams and manmade boreholes serves as drinking water for Bethoeskloof
Riviersonderend - Supplied from weir in the Olifantskloof and the Sonderend River	Natural Resource that serves Riviersonderend with drinking water
Villiersdorp - Supplied from the Elanskloof Dam, Kommissiekraal River and 4 boreholes that is not working at the moment	Natural Mountain Streams and manmade boreholes serves as drinking water for Villiersdorp as well as irrigation
Greyton Nature reserve in the mountains of Greyton including all hiking trails in mountain and adjacent Gobos river as well as the famous Mc Greggor hiking trail	Great attraction for tourism, hiking and day visitors. Beautiful scenery and indigenous plants
Caledon wild flower gardens and Nature reserve	Great attraction for tourism, and hiking and day visitors Beautiful scenery and indigenous plants Also visit the Botanical gardens for a variety of
Kogelberg Biosphere reserve	plants and trees Great attraction for tourism, and hiking and day Visitors Reaufful scenery and indirence clasts
Riviersonderend klein Swart berg mountain	Great attraction for tourism, and hiking and day visitors. Beautiful scenery and indigenous plants

1.3. SERVICE DELIVERY OVERVIEW

The aim of the SLA's is to set uniform, realistic, reasonable, and affordable In order to enhance the standard of service delivery within the communities and at the same time achieve satisfaction by managing community's expectations, the Municipality re-launched its Service Level service levels for the delivery of basic services within all towns and to monitor performance collectively and take The purpose of the re-launch was firstly to review existing agreements and Agreements with its communities. secondly to reach new agreements. remedial steps or action(s).

There is no backlog with respect to access to basic water and sanitation services in the urban areas of the municipal area. It is however estimated that there might still be households on the farms and informal settlements with existing service levels below RDP standards.

What still remain as major challenges in addressing backlogs is:

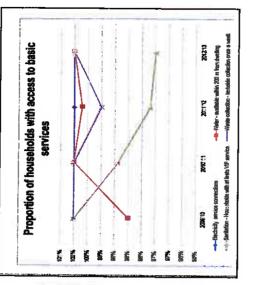
- is situated in a socio-economic deprived environment with limited Y X Financial Sustainabilityfinancial resources ٠
- The outcome of Census 2011- Real chance exists that there might be a possible undercount and this could have a major impact in addressing the Financial Sustainability of the municipality. In terms of previous figures and demographic statistics as well as the drastic growth in needs of service delivery and the growth in the utilization of infrastructure, such as purified water and sewerage processing plants, the figure is closer to 120 000. **.**

- The delivery of services in rural areas (farms) and in areas such as Klein Begin, Lebanon and Nuweberg which fall outside the municipal jurisdiction. The issues experienced here, revolve around ownership and affordability.
- The immigration of people into Towns such as Villiersdorp and Grabouw make it difficult to manage the informal settlements with respect to the provision of services.

TO BASIC SERVICES 1.3.1 PROPORTION OF HOUSEHOLDS WITH ACCESS

The table and graph below gives an indication of the proportion of households with minimum levels of basic

Proportion of Households with minimum level of Basic	sholds with	numinim r	level of E	Sasic
	services	S		
	2009/10	2009/10 2010/11 2011/12 2012/13	2011/12	2012/13
Electricity service connections	100%	100%	100%	100%
Water - available within 200 m from dwelling	%86	100%	100%	100%
Sanitation - Households with at least VIP service	100%	%86	%26	%26
Waste collection - kerbside collection once a week	100%	100%	%66	100%



1.4. FINANCIAL HEALTH OVERVIEW

In order to change this council adopted "Financial Sustainability "as their primary task during their term of office. Theewaterskloof Municipality is considered a poor municipality.

Some of the fundamental problems facing TWK are the out dated fiscal model, a range of unfunded mandates and errors in the recent census results. Much effort is however made in improving our revenue collection rate. We had to optimise our available institutional capacity. This has been done through the implementation of a range of cost saving projects as well as measuring the productivity of some of the municipality's key functions.

1.4.2 FINANCIAL OVERVIEW

	Financial Overview: Year 2012/13	Year 2012/13	R' 000
Details	Original budget	Adjustment Budget	Actual
Income:			
Grants	139 885	154 582	147 126
Taxes, Levies and tariffs	187 844	184 567	179 574
Other	31 782	35 023	50 578
Sub Total	359 511	374 172	377 278
Less: Expenditure	283 213	300 665	365 057
Net Total*	76 298	73 507	12 221

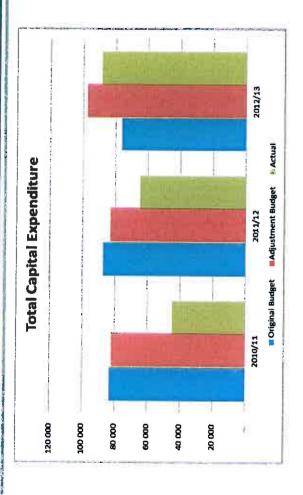
1.4.2 OPERATIING RATIOS

Operating Ratios	
Detail	%
Employee Cost	29.95%
Repairs & Maintenance	4.89%
Finance Charges & Impairment	5.82%

The norm for Employee Related Cost of the Total Operating Budget is 35%. The 30% attained is within the National Norm. To put our personnel expenses in context, we must look at the per capita personnel costs. Theewaterskloof's ratio indicates one official for 192 people.

1.4.3 TOTAL CAPITAL EXPENDITURE

Total Capital Expenditure	enditure		
			R'000
Detail	2010/11	2011/12	2012/13
Original Budget	83 052	87 304	76 078
Adjustment Budget	82 043	82 951	97 519
Actual	44 623	64 898	88 401



ORGANISATIONAL DEVELOPMENT OVERVIEW 1.5.

service delivery mandate. This includes improved more effective communication, more effective decision processes, more appropriate leadership style, improved skill in dealing with conflict, and higher levels of trust and cooperation among staff members. The workplace skills plan of the municipality has as its main aim the The objective of Organisation Development is to improve the municipality's capacity in order to give effect to its achievement of cost effective and efficient service delivery as well as:

- Providing learning opportunities for staff as well as members of the community through our learnership programmes ij.
- Providing opportunities for each staff member to develop to his / her full potential. Seeking to increase the effectiveness of the municipality in terms of all of its strategies, objectives and goals. 3.2
 - Providing opportunities for staff to influence the way in which they relate to work, the municipality, and the environment.

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1.6. STATUTORY ANNUAL REPORT PROCESS

PROCESS	DATE
AR & FS to AG	
Submit 2012/2013 Draft Annual Report and Financial statements to AG. Compile and submit Municipal Audit file to the Auditor General	31 August 2013
Table Draft AR & AFS	23 January 2014
Mayor tables draft AR and AFS at council	
Advertise draft AR & AFS for public input	27 January 2014 – 21 February 2014
Advertise Oversight Committee Schedule inviting the Public to make presentations of the AR and AFS	27 January 2014
1st Oversight Committee Meeting	10 February 2014
Oversight Committee pose questions to Management to get clarity on the contents of the Annual Financial statements and the Annual Report (10h00)	
Portfolio Committee Meeting	4;5 &17 February 2014
Submit Draft AR to Portfolio Committees for inputs	
2nd Oversight Committee Meeting	3 March 2014
Public hearings -The local community and any organ of state will be allowed to make representations on the annual report and AFS (10h00)	
3rd Oversight Committee Meeting	Z
Preparation of the draft oversight report, taking into consideration the views and inputs of the public, representatives of the Auditor General, organ of states, Councils audit committee and Councillors (14h00)	Marcii 2014
Oversight & Annual Report	C Towns
Adoption of Oversight report on AR & AFS by council	ZO March Z014
Advertise approved Annual report- Place on Municipal Website	24 March 2014
Submission of Oversight & Annual Report to Provincial Treasury and Office of the Premier	24 March 2014

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CHAPTER 2 - GOVERNANCE

transparent, responsive, effective and efficient, equitable and inclusive which follows the rule of law. Through this corruption is minimized, the views of minorities are taken into account and the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of accountable, oriented, consensus major characteristics namely, participatory, œ governance has

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The Constitution section 151 (3) states that the council of a municipality has the right to govern on its own initiative, the local government affairs of the local community.

2.1 POLITICAL GOVERNANCE

MFMA section 52 (a): The Mayor must provide general political guidance over the fiscal and financial affairs of the municipality.

participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Council's primary role is to debate issues publicly and also to facilitate political debate and discussion. Apart from their functions as decision makers, councilors are also actively involved in community work as well as council performs both legislative and executive functions, with focus on legislative, oversight and various social programmes in the municipal area.

The political Governance structure with respect to key committees is fairly well established and functional. These committees include:

- The Executive Mayoral Committee
- The Portfolio committees
- The Audit and Performance Audit committee
- Risk Committee
- Budget committee
- Oversight Committee

2.1.1 POLITICAL STRUCTURE

MAYOR:	Function
Alderman: C.B. Punt	 Is the Executive and Political Leader of the Municipality
	Is the Social and Ceremonial Head of Council
	Is the Chief Advisor of Council
	 Responsible for identifying the needs of the Municipality
	Must monitor the Administrator
	Supervises the delivery of services
	Report to Council
	Budgetary responsibilities
DEPUTY MAYOR:	The Deputy Mayor acts in the absence of the Executive Mayor
Clir: M Tshaka	
SPEAKER:	Is the chairperson of the Municipal Council and as such is authorized to dictate the
CIIr: C Vosioo	proceedings during council meetings, though subject to the order rules, common law and constitutional prescripts. The Speaker is accountable to and reports to the Municipal Council. The Speaker must also ensure compliance with the Code of Conduct.
CHIEF WHIP:	Leads the Caucus meetings before Council meetings.
M Heator (DA)	
C November (ANC)	
MAYORAL COMMITTEE:	
M Tshaka	Portfolio Chair: Corporate Services
G Carelse	Portfolio Chair: Development Services
P Stanfliet	Portfolio Chair: Technical Services
N De Wet	Portfolio Chair: Finance Services
K Papier	Portfolio Chair: Operations Services
	The Mayoral Committee assist the Executive Mayor, serve him/ her with advice and take decisions with the Executive Mayor in respect of designated powers



2.1.2 COUNCILLOR PROFILE

	Councillors, C	Councillors, Committees Allocated and Council Attendance	Council Attenda	ınce	
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non- attendance
	FT/PT			%	%
Alderman C B Punt	Fulltime	EMC	DA	80%	100%
Councilor C Vosloo	Fulltime	Speaker	DA	100%	
Councilor P U Stanfliet	Fulltime	Technical Services EMC	Ward 7 DA	%06	100%
Councilor M Tshaka	Fulltime	Corporate Services EMC	Ward 13 DA	100%	
Councilor K Papier	Fulltime	Operational Services EMC	Ward 3 DA	100%	
Councilor G Carelse	Fulltime	Development Services EMC	COPE	%06	100%
Councilor N De Wet	Fulltime	Financial Services Audit Committee EMC	Ward 5 DA	100%	
Councilor N Pieterse	Part Time	Corporate Services Oversight Committee	Ward 9 DA	%06	100%
Councilor M Nongxaza	Part Time	Corporate Services	NICO	%08	100%
Councilor 3 Nellie	Part Time	Corporate Services	Ward 6 ANC	%08	100%
Councilor F Mankayi	Part Time	Corporate Services	ANC	%08	100%
Councilor M Koegelenberg	Part Time	Financial Services Oversight Committee (Chair)	Ward 4 DA	%06	100%
Councilor M Mathews	Part Time	Financial Services	Ward 11DA	%06	100%
Councilor S Witbooi	Part Time	Financial Services	ANC	80%	100%
Councilor J Hendricks	Part Time	Financial Services Oversight Committee	ANC	%08	100%
Councilor M Plato	Part Time	Development Services Oversight Committee	Ward 10 DA	100%	
Councilor I Sileku	Part Time	Development Services	DA	100%	
Councilor P de Wet	Part Time	Development Services	ANC	20%	100%
Councilor U Sipunzi	Part Time	Development Services	Ward 12 ANC	%09	100%
Councilor K Tiemie	Part Time	Technical Services	Ward 1 DA	%06	100%
Alderman C November	Part Time	Technical Service	ANC	40%	100%
Councilor C Thembani	Part Tim	Technical Service	Ward 8 ANC	%08	100%
Councilor J Swartz	Part Time	Operational Services	NNP	%06	%0
Councilor M Hector	Part Time	Operational Services	Ward 2 DA	%06	100%
Councilor A Cupido	Part Time	Operational Service Oversight Committee	ANC	%02	100%
		מבו פולוור בחונוווורים			



2.1.3 POLITICAL DECISION TAKING

A total of 163 items was adopted by council during the course of the financial year under review. The status of outstanding resolutions is reported quarterly to council.

2.2 ADMINISTRATIVE GOVERNANCE

MFMA section 60 (b): The Municipal Manager of a municipality is the accounting officer of the municipality for the purposes of this Act and must provide guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the The Municipal manager is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team. A key priority of the Management Team has been to establish a solid leadership core within the organisation which permeates through to middle and supervisory management levels. The Management Team Structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		(Yes/No)
Horace Wallace	Municipal Manager	Yes
Joseph Isaacs	Director Corporate Services	Yes
Davy Louw	Director Finance	Yes
Monwabisi Gxoyiya	Director Development	Yes
Jan Barnard	Director Operations	Yes
Conrad van Heerden	Director Technical Services	Yes



COMPONENT B: INTERGOVERNMENTAL RELATIONS

MSA section 3 requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisage in the Constitution section 41.

2.3 INTERGOVERNMENTAL RELATIONS

Intergovernmental structures give effect and concrete expression to inter departmental communication.

The municipality participates with the following structures that deal with transversal matters:

NATIONAL INTERGOVERNMENTAL STRUCTURES	TYPE OF PARTICIPATION AND BENEFITS
1 And Consumer 1 Total (1 Consumer)	DERIVED
Local Government ICI (LGICI) Network	The LGICT Network is a service hosted by SALGA that
note that this is mainly	provides:
rorum", although there are special meetings,	 a real-time platform for information
workshops and events being scheduled across the	d collai
country)	ICT Managers in local government.
	a platform where ICT Managers in local
	government rate service providers and report
	about service, satisfaction and quality in
	order to separate the "husks from the grain".
PROVINCIAL INTERGOVERNMENTAL	TYPE OF PARTICIPATION AND BENEFITS
SINOCIONES	DERIVED
IDF Managers Forum	Reflect on IDP Indaba processes
	Reflect on the impact of the IDP Analysis process;
	Discuss processes and methodologies that should
	guide the annual IDP review;
	Serve as a platform where key planning information is
	shared, good planning practices and successfully
	rated
	gaps are identified.
Records Managers Forum	Discuss processes and methodologies that should
	guide the records management in Theewaterskloof
	Municipality in terms of the National Archives Act;
	Serve as a platform where key planning information is
	snared, good planning practices and successfully
	niplemented programmes are celebrated, and where
	processes, definition in the records management
	Discuss problems identified in municipalities in respect
	of records management and received inputs from
	other municipalities or governmental bodies how to
	address these problems.
SALGA Provincial HR Development Working Group	 A platform for Councilors within the Province
	to give input into collective bargaining as well
	as policy issues.
	 This forum also receives feedback from
	National and Provincial Bargaining Forums.
	 It is also a platform for information sharing
1	and to discuss issues of mutual interest;
HK Practitioners Forum	 A forum used to draft policy, give input into
	various topics such as legislation, agreements

Chief Audit Executive Forum Western Cape Local Government ICT Managers Forum •	This forum also serves as a platform for HR manager to patrock and characters to particles.
	manager to not work on the restrict
	יומומלכו אינטראסו אימומ אומוע מערוכב
	 Receive feedback from SALGA in respect of
	negotiations etc.
-	Discuss methodologies, standards, challenges and
	serves as an information sharing platform.
•	To create a platform for ICT Managers to discuss ICT- energific issues
	To create a space for information sharing
	wiedge exchange and inter-provinci
	1
•	To manage, co-ordinate and support the
	implementation of ICT initiatives, ICT-related
	activities in order to strengthen support and avoid
•	duplication To obtain insufts and commonts on settings
	novincial processes and initiatives that have an
	impact on ICT's, and
	•
	reporting purposes on critical activities.
MPRA focus group	Discuss processes and methodologies that should help
2 6	pliant with the MPRA.
9S	Serve as a platform where compliant issues and
	information are shared and gaps are identified.
	Discuss court cases of other municipalities to prevent from handening in Theewatersthoof municipality
ial Public Participation and Communication	Public Participation practitioners learn from each other
	by discussing lacks and good practices.
[U]	Information sharing forum
NO.	Discussion of new methods to improve Public
7	participation
DISTRICT INTERGOVERNMENTAL STRUCTURES TY	TYPE OF PARTICIPATION AND BENEFITS DERIVED
District IDP Managers Forum	form for IDB Managers in the
•	A platform for information sharing, knowledge
	exchange and inter-District cross pollination;
•	co-ordinate the implementation of IDP initiatives
	and activities;
•	standardization of IDPs in the District; and
	common challenges and development issues
	-
	and between the Local Municipalities and the
	District Municipality
IDP Rep/PPCOM Forum	
Overberg ICT (OICT) Managers Forum	A platform for ICT Managers in the Overberg
•	District to discuss ICT-specific matters; A platform for information shading broughted
•	standardization of ICT infrastructure in the
	To identify areas of shared-services



COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

MSA section 17 (2): requires a municipality to establish and organise its administration to facilitate a culture of accountability amongst its staff. Section 16 (1): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. Section 18 (a) - (d): requires a municipality to supply its community with information concerning municipal governance, management and development. Theewaterskloof Municipality makes use of the Ward Committee structure with respect to public accountability and participation,

organizing, consulting, purpose of the Ward Committee structure is to assist Ward Councilors with spreading of information to encourage participation from the residents within the Wards. The

The Ward Committee:

- Is an advisory Body.
- Is a representative structure,
- Is independent; and AAAA
- Must be impartial and perform its functions without fear, favor or prejudice.

There are 13 Wards within the Theewaterskloof Municipal area

PUBLIC MEETINGS

Theewaterskloof Municipality engagements in different methodologies to ensure adequate public participation, which include:

- Tradition public meetings with wards committees, Town advisory forums, Service level agreement advisory forum (SLAAF), stakeholder groupings etc. A
 - Surveys (baseline assessments)
 - Monthly news letters

Such participation is required in terms of:

- The preparation, implementation and review of the IDP and budget;
- Establishment, implementation and review of the performance management system;
- of such include the outcome and impact Monitoring and reviewing of the performance which
- Setting of service level standards
- Information sharing which relates to capital projects implementation

Theewaterskloof Municipality utilises its ward committees and Town Advisory forums as the primary consultative structure and access points to ensure public participation and accountability.

2.4.1 WARD COMMITTEES

The ward committee is in the main a service delivery management mechanism. This body guides the Town Manager in terms of local service delivery needs, priorities, standards and also acts as the representative monitoring body through which the local community can monitor service delivery implementation, progress and general performance. The successful functioning of the Town Management model is to a large extent reliant on the successful functioning of the Ward Committee system.

The Local Government: Municipal Structures Act, 1998 provides for the establishment of ward committees.

2.4.2 FUNCTIONALITY OF WARD COMMITTEES

The primary function of a ward committee is:

- To assist the ward councilor in understanding the needs and the views of the community;
- To be a formal communication channel between the community and the municipal council;
 - To raise issues of concern about the local ward to the ward councilor and;
- To make sure ward residents have a say in decisions, planning and projects that the council or municipality undertakes which have an impact on the ward.

A ward committee should consist of up to ten members who serve as volunteers and may represent a certain sector. Examples of such sectors are:

- women's groups or;
- ratepayers associations
- geographic are
- Community within the ward.

Ward Name (Number)	Name of Ward Councillor and elected Ward committee members	Committee established (Yes / No)	Number of monthly Committee meetings held during the year	Number of monthly reports submitted to Speakers Office on time	Number of quarterly public ward meetings held during year
	K Tiemie (Councillor)	yes	8	2	none
	A Mouton				
	V Fisher				
Riviersonderend	E Fielies				
(Ward 1)	N Ndleleni				
	M Kroukamp				
	C Sandenbergh				
	W Pretorius				
	M L Hector (Councillor)	yes	6	2	none
	P Hill				
Greyton &	C Smith				
Genadendal	G Juries				
(ward 2)	J Coert				
	A Magerman				
	C Windvogel				
	K Papier	yes	9	2	1
Caledon	T Fortuin				
(Ward 3)	W Simons				
	S Swarts				
	K Hoffman				
	E van der Ventel				
	A De Bruin				
	N Jende				
	L Oliver				
	M Koegelenberg	yes	9	2	none
Caledon	Couniclior)				
(Ward 4)	A Du Plessis				
	Watton				
	A Rossouw				
	J Norval				
	M Wessels				
	V V				

	Councillor and elected Ward committee members	established (Yes / No)	monthly Committee meetings held during the year	monthly reports submitted to Speakers Office on	quarterly public ward meetings held during year
	J Hauman				
	N De Wet (Ward Councillor)	yes	8	2	попе
Villiersdorp	L Pompe van Meerdervoort				
(Ward 5)	D Fyfer				
	H van Kemp				
	H Schoeman				
	C Nel				
	B Davids				
	N Kiewiedo				
	T Sihoyo				
!	N Jaftha				
	J Nellie (Ward Councillor)	yes	9	2	попе
	S Ntantiso				
	T van Rooyen				
Villiersdorp	H Schoeman				
(Ward 6)	J Lakey				
	V Hendricks				
	J Mckenzie				
	R Brinkhuys				
	P U Stanfliet (Ward	yes	T.	2	none
Botrivier (Ward 7)	J Van Niekerk				
	C Mc Cann				
	N Greeff				
	B Oliver				
	I Andries				
	A Linters				
	C Thembani (Ward	yes	7	2	none
Grabouw	Councillor)				
(Ward B)	Jiba				
(0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	M Mothibe				1
	T Kanetsi				
	T Tsetse				

monthly monthly quarterly Committee reports public ward during the year to Speakers year Office on time				5 2 попе							7 2 0000	1							7 2 none								9 2 none			
established (Yes / No)				yes		ļ					yes							:	yes								yes			
Councillor and elected Ward committee members	E Mars	P Louw	M Mosolo	N Pieterse (Ward	Councillor)	W Hoer	W Hess	L Kruger	B Engelbrecht	J Ambros	M Plato (Ward	Councillor)	м Аріооп	J Rawboue-Viljoen	W Adam	w Williams	R Fisher	J De Bruin	M Mathews (Ward Councillor)	N Meyer	R Johnson	J Fortuin	K Thezaphi	Q Bosman	P Kwaza	S Bidi	U Sipunzi (Ward Councillor)	M Liwani	A Inyinbor	
(Number)					Grabouw	(Ward 9)							240	(Ward10)						Ward 11)			,				Grabouw	(Ward 12)		

Committee Number of Number of monthly monthly quarterly (Yes / No) Committee reports public ward meetings held submitted meetings during the year office on time								yes 9 2 none								
Ward Name Name of Ward (Number) Councillor and elected Ward committee members	L Madizeni	S Daniels	A Hoorn	W Nomxhanya	N Hans	M Nooi	H Syster	Ward	Grabouw S Mfinswana	(ward 13) A Kortje	L Vosloo	S Baba	M le Roux	M Ontong	M Bhangazana	

2.4.3 PUBLIC MEETINGS

Nature and purpose of meeting	Date of events	Number of Participating Municipal Councillors	Number Participating Municipal Administrato	of Number of Community members ors attending	Dates and manner of feedback given to community
IDP Review	6-Nov-12	2 Clirs	7	88	Ward baseline
IDP Review	6-Nov-12	1 Ward Clir	7	34	assessment
IDP Review	6-Nov-12	1 Ward Clir	9	54	presented together
IDP Review	7-Nov-12	1 Ward Cilr	5		per ward
IDP Review	7-Nov-12	1 Ward Cllr	7	40	requirements
IDP Review	8-Nov-12	2 Clirs	5	112	
IDP Review	8-Nov-12	3 Clirs	7	92	
IDP Review	8-Nov-12	1 Ward Cllr	9	65	

A Control of the Cont	6	feedback given to community						å å	Director Finance inform the community of basic and key aspects and matters in the Budget. Also to hink	a riew of ward IDPs	processes		•									
139	Number of	members attending	112	11	157	113	77	117	98		136	13	22	17	50	62	48	38	19	117	83	143
8	Number of	Municipal Administrators	9	5	9	9	9	7	7		7	9	7	00	9	0	6	7	9	2		9
1 Ward Clir	Number of	Municipal	1 Ward Clir	1 Ward Cllr	1 Ward Clir	1 Ward Cllr	1 Ward Cllr	3 Councillors	1 Ward clir		1 Ward cllr	1 Ward clir	1 Ward cilr	2 Councillors	1 Councillor	2 Councillors	1 Councillor	1 Councillor	1 Councillor	2 Councillor	2 Councillors	
12-Nov-12	Date of events		12-Nov-12	12-Nov-12	13-Nov-12	13-Nov-12	14-Nov-12	8-Apr-13	9-Apr-13		10-Apr-13	11-Apr-13	11-Apr-13	15-Apr-13	15-Apr-13	16-Apr-13	17-Apr-13	25-Apr-13	22-Apr-13	23-Apr-13	24-Apr-13	25-Apr-13
IDP Review	Nature and purpose of meeting		IDP Review	IDP Review	IDP Review	IDP Review	eview	- K	Draft IDP/ Budget 2013/ 2014: Ward 2		IDP/ 2014: W	Draft IDP/ Budget 2013/ 2014: Ward 4	Draft IDP/ Budget 2013/ 2014: Ward 9	- :	Draft IDP/ Budget 2013/ 2014: ward 4 Tesselaarsdal	Draft IDP/ Budget 2013/ 2014: Ward 6	Draft IDP/ Budget 2013/ 2014: Ward 7	Draft IDP/ Budget 2013/ 2014: Ward 8	Draft IDP/ Budget 2013/ 2014: Ward 10	Draft IDP/ Budget 2013/ 2014: Ward 11	Draft IDP/ Budget 2013/ 2014: Ward 12	Draft IDP/ Budget 2013/ 2014: Ward 13

2.5 IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

2.6 RISK MANAGEMENT

MFMA section 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The Council has committed the Theewaterskloof Municipality to a process of risk management that is aligned to the principles of good corporate governance, as supported by the Municipal Finance Management Act (MFMA), Act no 56 of 2003 and other legislation applicable to local government.

The features of this process are operations and processes will be subject to the risk management strategy. It is the intention that these departments / sections will work together in a consistent and integrated manner, with the overall objective of Structured Risk Management is recognized as an integral part of responsible management and the Municipality outlined in the Municipality's Risk Management Strategy. It is expected that all departments / sections, therefore adopts a comprehensive approach to the management of risk. reducing and avoiding risk, as far as reasonably practical. Effective risk management is imperative to the Municipality to fulfill its mandate, the service delivery expectations of the public and the performance expectations within the Municipality.

The responsibility to ensure effective management of risk in the Theewaterskloof Municipality rests with all employees. Our commitment to risk management is an expression of our commitment to the Batho Pele

The Municipality's risk appetite is set at 12, which means that all risks with a rating of 12 and higher requires a Treatment and Action Plan. The top four (4) strategic risks and top two operational risks of the Municipality are indicated in the table below:

Ton Strategic Pieke

	Top Strategic Risks	
Risk Description	Mitigation Guidance	Controlled Risk Rating
Influx of Unemployed, unskilled and Homeless people	Accordingly the remedies will also be fundamentally the same as in service delivery	16
Cost of Regulation and Compliance Requirements	Through SALGA Exercising pressure to review standards in accordance with realities Ensure minimum compliance and creating dedicated capacity which will cause minimum disruption of core business activities Project manage in order to Ensure that we act pro- actively, avoid crisis situations and reduce effort to the minimum	16
Potential Low or No Productivity	Assess productivity levels and launch a productivity improvement campaign and initiative	16
Managing Talent (Recruiting & Retaining staff)	Develop and implement a strategy that will make the TWK a true employer of choice. Develop and introduce a strategy which will address the impact of the inevitable losing of certain key skills and staff that will limit the impact.	12

Top Operational Risks

Risk Description	Mitigation Guidance	Controlled Risk Rating
Slow or No Recovery of Potential Revenue	Debt collection & Credit control plays a significant role in this risk. Whenever a debtor moves past the 30day margin services should be stopped until the account is settled in full. Also where arrangements are not met the same route should be followed. This has a negative influence on the cash flow of the municipality.	12
Lack of Accurate Data/ (Accuracy of Bill)	Re engineer process and detailed verification of data and sources of data and instituting mechanisms that will ensure that data is effectively and efficiently maintained	12

Ghapter 2

ANTI-CORRUPTION AND FRAUD 2.7

of fraud and corruption and the MFMA, section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favoritism as well as unfair and irregular practices. Section 115(1) of the MFMA Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud. Theewaterskloof Municipalities Anti-Corruption Policy was adopted by council in November 2008 and reviewed on 28 October 2011. One of the main purposes of an Anti-Corruption policy is to ensure that the Municipality is in compliance with the Municipal Systems Act, Act No. 32 of 2000 which requires the Municipality, amongst other things to develop and adopt appropriate systems and procedures that contribute to effective and efficient management of the municipality and its resources.

2.7.1 AUDIT COMMITTEE

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must advise the municipal council, the political office-bearers, the accounting officer and the management staff municipality, on matters relating to -

- internal financial control; AAAA
- performance management; and

The Audit Committee have the following main functions as prescribed in section 166 (2) (a-e) of the Municipal Finance Management Act, 2003, Local Government Municipal and Performance Management Regulation, 2001 and the office of the Auditor-General:

- To advise the Council on all matters related to compliance and effective governance; A
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual DORA and other applicable legislation;
- Respond to the council on any issues raised by the Auditor-General in the audit report; 1
- To review the quarterly reports submitted to it by the internal audit;
- To evaluate audit reports pertaining to financial, administrative and technical systems; A
- The compilation of reports to Council, at least twice during a financial year; 4
- To review the performance management system and make recommendations in this regard to Council;
- To identify major risks to which Council is exposed and determine the extent to which risks have been

- To review the annual report of the municipality;
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section

The municipality's Audit Committee Recommendations for 2012/2013 financial year are as follows:

	Municipal Audit Committee Recommendations	ations
Committee	Committee recommendations during Year 2012/13	Recommendations adopted (enter Yes) If not adopted (provide
30-Aug-12	Audit work completed and planned	explanation
30-Aug-12	Holising Management Devises	No - Referred to Special Audit
30-Aug-12	Risk Management Review	Committee meeting
30-Aug-12	Fleet Management Review	CD1
30-Aug-12	Supply Chain Management Review	Yex
30-Aug-12	Internal Audit Follow-up Reports	Yes
30-Aug-12	Auditor General Report Follow-up	Yes
30-Aug-12	4th Quarter Performance Assessment	Yes
30-Aug-12	LG Finance Governance Review	Vac
30-Aug-12	Meeting schedule	Yes
30-Aug-12	Annual Financial Statements	Yes
26-0ct-12	Housing Management Review	Yes
26-0ct-12	Internal Audit Plan (revised)	Yes
23-Nov-12	Audit work completed and planned	Yes
23-Nov-12	Supply Chain Management 4th Quarter Review	Yes
23-Nov-12	Municipal Finance Management Act Compliance	Yes
23-Nov-12	Division of Revenue Act Compliance	No - Referred back for further investigation by Internal Audit and additional comments from Management
23-Nov-12	Internal Audit Follow-up Reports	Yes
23-Nov-12	1st Quarter Performance Assessment	Yes
7-Dec-12	Report by the Chairperson of the Performance- and Audit Committee for the 2011/2012 Financial Year	Yes
7-Dec-12	Auditor General's Report for the 2011/2012 Financial Year	Yes
7-Dec-12	Feedback on Internal Audit Findings in terms of Risk Management	Yes
18-Jan-13	2011/2012 Annual Report	Yes
22-Feb-13	Audit work completed and planned	Yes
22-Feb-13	Traffic Audit	Yes
22-Feb-13	Overtime Audit	Yes
Date of Committee	Committee recommendations during Year 2012/13	Recommendations adopted (enter Yes) If not adopted (provide explanation)
		/

Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No - Referred back for Audit Committee to discusses the evaluations from the members further and submit only one evaluation.	Yes	No - Referred back to the next meeting where the Manager: Risk should present it to the Audit Committee	Yes	Yes	Yes	Yes
Distribution Losses Audit	Internal Audit Follow-up Reports	2012/2013 Mid- Year Budget and Performance Assessment	Supply Chain Management Q1 & Q2	Audit work completed and planned	Credit Control and Debt Collection Audit	Municipal Systems Act and Municipal Structures Act Compliance	Building and Zoning Review	Supply Chain Management 3rd Quarter Review	Maintenance on Proclaimed Roads	Division of Revenue Act Compliance	Sundry Income Review	Internal Audit Follow-up Reports	Auditor General's Report Follow-up	Third Quarter Performance Assessment	Internal Audit Appoach and Methodology	2013/2014 Internal Audit Budget	Internal Audit Evaluation	Performance and Audit Committee Evaluation	Risk Register 4th Quarter 2012/2013	Annual Risk Based Internal Audit Plan 2013/2014	Meeting Schedule	Risk Committee Minutes	7-Jun-13 ICT Report to Audit Committee
22-Feb-13	22-Feb-13	22-Feb-13	22-Feb-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13	7-Jun-13

2.8 SUPPLY CHAIN MANAGEMENT

MFMA section 110 - 119; SCM Regulations 2005; and relevant MFMA circulars set out required processes and guidance manuals to help ensure that SCM arrangements provide appropriate goods and services, offer best value for money and minimize the opportunities for fraud and corruption.

The Local Government: Municipal Finance Management Act, No 56 of 2003, MFMA) requires the municipality to have and implement a Supply Chain Management Policy (SCM Policy) which gives effect to the provisions of Part of Chapter 11 of the Act that deals with 'Supply Chain Management'.

The accounting officer submits a report on the implementation of the SCM policy monthly to council.

Council has duly delegated the implementation of the Supply Chain Management Policy to the Accounting Officer who is responsible for taking all reasonable steps to ensure that proper mechanisms and separation of duties in

the supply chain management system are in place to minimise the likelihood of fraud, corruption, favouritism

Supply Chain Management processes

The following thresholds are currently being adhered to in order to support the strategic and operational commitments of the municipality:

(i) Petty cash purchases

Goods are purchased by way of petty cash purchases, up to a transaction value of R150 (VAT included).

(ii) Written or verbal quotations

Goods and services are procured by way of written or verbal quotations for a transaction value over R150 up to R30,000 (VAT included).

(iii) Formal written price quotations

Goods and services must be procured by way of formal written price quotations for procurements of transaction value over R30,000 up to R200,000 (VAT included).

(iv) A competitive bidding process

Goods and services are procured by way of a competitive bidding process for-

- Procurement above a transaction value of R200 000 (VAT included); and
- The procurement of long term contracts.

5.9 BY-LAWS

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies.

The following bylaws were approved by council:

	By-Laws In	By-Laws Introduced during 2012/13	2012/13		
		Public Participation Conducted Prior to Adoption of	Date of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
Newly Developed	Revised	By-Laws (Yes/No)			
Stormwater	4 July 2012	yes	September 2012	yes	October 2012

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2.10 WEBSITES

A municipal website should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

Current annual and adjustments budgets and all budget-related documents Yes 2e-05-2012 Current annual and adjustments budgets and all budget-related documents Yes 2e-05-2012 All current budget-related policies	Municipal Website: Content and Currency of Material	Material	
All current annual and adjustments budgets and all budget-related documents All current budget-related policies The previous annual report (2011/12) The annual report(2012/13)/to be published All current budget-related policies The annual report(2012/13)/to be published All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 14 (2) or (4) during All supply chain management contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information and results above a prescribed value (give value) An information and results above a prescribed value (give value) An information and results above a prescribed value (give value) An information and results above a prescribed val	Documents published on the Municipality's/Entity Website	Yes/No	Publishing Date
All current budget-related policies All current budget-related policies All current budget-related policies The previous annual report (2011/12) The previous annual report (2011/12) The annual report (2012/13)/to be published All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 57(1)(b) All supply chain management contract above a prescribed value (give value) for Year 0 An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An information statement contract above a prescribed value (give value) An informatic patement contract above a prescribed value (give value) An informatic above a prescribed value (give value) An informatic above a prescribed value (give value) An informatic above a prescribed on the website monthly value (give value) An informatic above a prescribed value (give value) An informatic above a prescribed	Current annual and adjustments budgets and all budget-related documents	Yes	28-05-2012
All current budget-related policies			Final Budget
All current budget-related policies All current budget-related policies The previous annual report (2011/12) The previous annual report (2011/12) The annual			23-08-2012
All current budget-related policies The previous annual report (2011/12) The annual report (2012/13)/to be published All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 57(1)(b) All supply chain management contracts (Year 0) All supply chain management contract above a prescribed value (give Yes 0) An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information statement containing a list of assets over a prescribed An information of section 13 apply, An information of a list of assets over a prescribed An information of a list of assets ove			(Adjustment Budget)
All current budget-related policies The annual report (2011/12) The annual report (2011/12) The annual report (2011/12) The annual report (2012/13)/to be published The annual report(2012/13)/to be published All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 57(1)(b) All supply chain management contracts (Year 0) All supply chain management contract above a prescribed value (give value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Yes 12-10-2013 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013			28 -02- 2013
The previous annual report (2011/12) The previous annual report (2011/12) The annual report(2012/13)/to be published The annual report(2012/13)/to be published All current performance agreements required in terms of section 57(1)(b) All supply chain management contract above a prescribed value (give Ves 03-09-2013 All supply chain management contract above a prescribed value (give Ves 01-02-2013 All supply chain management contract above a prescribed value (give Ves 01-02-2013 All supply chain management contract above a prescribed value (give Ves 01-02-2013 All supply chain management contract above a prescribed value (give Ves 01-02-2013 All supply chain management contract above a prescribed value (give Ves 01-02-2013 All information statement contract above a prescribed value (give Ves 01-02-2013 An information statement contract above a prescribed value (give Ves 01-02-2013 All quarterly reports tabled in the council in terms of section 120 made in Ves 01-02-2013 All quarterly reports tabled in the council in terms of section 52 (d) during Ves 01-02-2013 All quarterly reports tabled in the council in terms of section 52 (d) during Ves 02-02-013 All quarterly reports tabled in the council in terms of section 52 (d) during Ves 02-02-013 27-07-2013			(Adjustment Budget)
The annual report (2012/13)/to be published The annual report(2012/13)/to be published The annual report(2012/13)/to be published All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 57(1)(b) All supply chain management contracts (Year 0) All supply chain management contract above a prescribed value (give Yes 01-02-2013 All supply chain management contract above a prescribed value (give Yes 01-02-2013 All supply chain management contract above a prescribed value (give Yes 010-02-2013 All supply chain management contract above a prescribed value (give Yes 010-02-2013 All supply chain management contracts above a prescribed value (give Yes 010-02-2013 All supply chain management contracts above a prescribed value (give Yes 010-02-2013 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, Subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Yes 02-02013 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 27-07-2013	All current budget-related policies	Yes	28-05- 2013
The annual report(2012/13)/to be published All current performance agreements required in terms of section 57(1)(b) All current performance agreements required in terms of section 57(1)(b) Of the Municipal Systems Act (Year 0) and resulting scorecards All supply chain management contract above a prescribed value (give Yes all contracts above value) for Year 0 An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0	The previous annual report (2011/12)	Yes	27-01-2013 to 22-01-
All current performance agreements required in terms of section 57(1)(b) Yes 27-01-2014 to 21-01- All current performance agreements required in terms of section 57(1)(b) Yes 03-09-2013 Of the Municipal Systems Act (Year 0) and resulting scorecards All long term borrow contracts (Year 0) All supply chain management contract above a prescribed value (give Yes 01-02-2013 All supply chain management contract above a prescribed value (give R30,000 is published on the website monthly value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Yes 12-10-2012 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 30-05-2013 27-07-2013	Ī		2013
All current performance agreements required in terms of section 57(1)(b) Yes 03-09-2013 of the Municipal Systems Act (Year 0) and resulting scorecards All long term borrow contracts (Year 0) All supply chain management contract above a prescribed value (give Yes All contracts above value) for Year 0 An information statement containing a list of assets over a prescribed on the website monthly value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2012 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 27-07-2013	The annual report(2012/13)/to be published	Yes	27-01-2014 to 21-01-
All long term borrow contracts (Year 0) and resulting scorecards All long term borrow contracts (Year 0) and resulting scorecards All long term borrow contracts (Year 0) All supply chain management contract above a prescribed value (give Yes All contracts above value) for Year 0 An information statement containing a list of assets over a prescribed on the website monthly value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 330-05-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 27-07-2013			2014
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All long term borrow contracts (Year 0) All supply chain management contract above a prescribed value (give Yes All contracts above value) for Year 0 An information statement containing a list of assets over a prescribed on the website monthly value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2012 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013	of the Municipal Systems Act (Year 0) and resulting scorecards		
All supply chain management contract above a prescribed value (give value) for Year 0 An information statement containing a list of assets over a prescribed on the website monthly value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in N/A All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013	All long term borrow contracts (Year 0)	Yes	01-02-2013
An information statement containing a list of assets over a prescribed on the website monthly value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2013 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 33-01-2013 Year 0 27-07-2013	All supply chain management contract above a prescribed value (give	Yes	All contracts above
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	value) for Year 0		R30,000 is published
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2012 Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 31-01-2013 27-07-2013			on the website monthly
Vear 1 Contracts agreed in Year 0 to which subsection (1) of section 33 apply, Subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 30-05-2013 27-07-2013	An information statement containing a list of assets over a prescribed	8	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 31-01-2013 30-05-2013	value that have been disposed of in terms of section 14 (2) or (4) during Year 1		
Subject to subsection (3) of that section Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 31-01-2013 Year 0 30-05-2013	Contracts agreed in Year 0 to which subsection (1) of section 33 apply.		N/A
Public- private partnership agreements referred to in section 120 made in Year 0 All quarterly reports tabled in the council in terms of section 52 (d) during Year 0 31-01-2013 30-05-2013	subject to subsection (3) of that section		
Tear 0 All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2012 Year 0 31-01-2013 30-05-2013 27-07-2013	Public- private partnership agreements referred to in section 120 made in		N/A
All quarterly reports tabled in the council in terms of section 52 (d) during Yes 12-10-2012 Year 0 31-01-2013 30-05-2013 27-07-2013	rearu		
31-01-2013 30-05-2013 27-07-2013	All quarterly reports tabled in the council in terms of section 52 (d) during	Yes	12-10-2012
30-05-2013	Year U		31-01-2013
27-07-2013			30-05-2013
			27-07-2013

Note: MFMA S75 sets out the information that a municipality must include in its website as detailed above. Municipalities are m of course encouraged to use their websites more extensively than this to keep their community and stakeholders abreast of service delivery arrangements and municipal developments

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CHAPTER 3 - SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

This chapter will provide information on the functional and strategic performance of the municipality and will indicate how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical, The functional performance of the municipality provides comprehensive information on the implementation of the SDBIP and relevant Functional Area reporting schedules.

The key functions of the Municipality are as follows:

Municipal Functions		
MUNICIPAL FUNCTIONS	Function	T.
	Applicable to Municipality (Yes	
Constitution Schedule 4, Part B functions:		
Air pollution	Yes (ODM)	T
Building regulations	Yes	
Child care facilities	Yes	T
Electricity and gas reticulation	Yes	T
Fire fighting services	Yes (ODM)	
Local tourism	Yes	T
Municipal airports	No	T
Municipal planning	Yes	T
Municipal health services	No	$\overline{}$
Municipal public transport	Yes (ODM)	$\overline{}$
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes (ODM)	T
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No.	
Stormwater management systems in built-up areas	Yes	F
Trading regulations	Yes	_
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes	
Beaches and amusement facilities	Yes	_
Billboards and the display of advertisements in public places	Yes	_
Cemeteries, funeral parlours and crematoria	Yes	_
Cleansing	Yes	_
Control of public nuisances	Yes	
Control of undertakings that sell liquor to the public	Yes	-

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Municipal Functions	
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes
Facilities for the accommodation, care and burial of animals	Yes
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	Yes (ODM)
Local amenities	Yes
Local sport facilities	Yes
Markets	Yes
Municipal abattoirs	Yes (ODM)
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes (ODM)
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of IDP outcomes. This section provides an overview on the strategic achievement of the municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The top layer (strategic) SDBIP is the municipality's strategic plan and shows the strategic alignment between the different documents, (IDP, Budget and Performance Agreements).

In the table below, the performance achieved is illustrated against the Top Layer SDBIP per directorate.

	KPI Not Yet Measured	KPK NDE Mest	KPI Almost Met	Met	Mist	KPI Extremely Well Met	
Executive and council	0	2	C	r	C	d	Total
Finance	0	1	2	4	-	0 0	\$
Corporate	0	5	0	6		1 0	2
Development	0	80	2	0	1 0		24
Technical	0	13	-	12	9	C	3 6
Operations	0	2	7	6	0	0	181
Total	0	31	12	47	σ	V	501

The following table explains the method by which the overall assessment and actual performance against targets set for the key performance indicators (KPI's) of the SDBIP are met.

Category	Colour	Colour Explanation
KPI Not Yet Measured		KPI's with no targets or actuals in the selected period
KPI Not Met		0% >= Actual/Target < 75%
KPI Almost Met		75% >= Actual/Target < 100%
KPI Met		Actual Target = 100%
KPI Well Met		100% > Actual/Target < 150%
KPI Extremely Well Met		Actual/Target >=150%

The final SDBIP differs somewhat to the original SDBIP,

made in service delivery targets and performance indicators must be done with the approval of the council, following approval of an adjustments budget. Council approval is necessary to ensure that the mayor or municipal manager do not revise service delivery targets downwards in the event The Top Layer SDBIP and its targets cannot be revised without notifying the where there is poor performance.

The following elements necessitated the revision of the SDBIP:

The adjustment budget:

The adjustment budget was tabled and adopted by council on 28 February 2013.

Changes to the budget necessitate changes to the budget aspect of the SDBIP.

Auditor general's recommendation on the 2011/2012 Performance Audit: 'n

The process for the revision was as follows:

consistency with planned objectives, indicators and targets and also to ensure that the KPI's and targets One on one session were held with the respective directors and their heads of departments to followed the SMART principles.

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A. EXECUTIVE AND COUNCIL

			erforman 2012 to Ju 013	for Sep 2	Lasined	lenena		Unit of		Strategic	-914	IsnoitsM	and
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	fagnsT	besiveA fegreT	leunnA Jag18T	Baseline	Measurement	KbI	Objective	determined Objectives	KÞ¥	Ref
	Target Achieved: The four progress four progress reports to date as follows: 30 August 2012. Item Nr. Item Nr. 123 November 23 November 23 November 23 November 23 November 2012. 2012. Item p&AC02/2013 Item progress Sold (P&AC43/2012), Item progress Sold (PAC63/2013) Item progress Sold (PAC63/2013) Item progress Sold (PAC63/2013) Item progress Sold (PAC69/2013) Item progress Sold	ð	Þ	t	Þ	ъ	Þ	Number of progress reports submitted to the Audit Committee	Execute the internal audit programme and submit quarterly progress reports to the audit committee	Good Governance and Clean Audit: Improve the auditing status of the Municipality	Infroduce and implement an action plan action plan with the aim of obtaining a clean audit report	Good Governance and Public Participation	b211
	Target Achieved: Report submitted to the PAC on 7 June 2013 Item P&ACZ5/2013	5	ī	ī	Ī	Ţ	ŗ	Plan approved	Compile the Risk based audit plan and submitte committee for committee for approval by 30 June 2013	Good Governance and Clean Audit: Improve the auditing status of the Of the	Introduce and implement an action plan action blan with the aim of obtaining a clean audit report	Good Governance and Public Participation	נולא

			013 015 to 3n		Revised	leunnA	2-11-4-18	To JinU	KbI	Strategic	-919 bənimətəb	IsnoitsM	19A
Departmental Corrective Measures	Departmental SDBIP Comments	Ы	Actual	J ag15T	ferget	19g16 T	əniləsed	Measurement	T.N	Objective	Objectives	KPA	
	Achieved: MFMA Achieved: MFMA Compliance Review Final Audit Report was September 2012. September 2012. Systems Act and Municipal Municipal Municipal Municipal Final Audit are completed and Final Audit Seports were Reports were Reports Will be reported Will be reported Will be reported	9	ε	ε	c	ε	ε	Number of sudits	Execute compliance audits	Good Governance and Clean Audit: Auditing status of the Municipality	Introduce and implement an action plan action plan with the aim of obtaining a clean audit report	Good Governance and Public Participation	9271
4 contracts were signed before I August. CFO commenced on 1st September. September. Submitted end signed on 2 October 2012 and Technical only signed on 10 October 2012.	to the Audit Committee on 7 June 2013. Target Achieved: Overall Target achieved		9	9	9	9	9	No of Berformance agreements signed	Prepare and sign Sylvance agreements with SS7 with SS7 end of the sylvance by end July 2012	Institutional Capacity Capacity Refine and improve the Institutional capacity of the Municipality	improve the performance Management function	Municipal Transformat fon and Institutional Developmen t	6£JT

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			erformanı 2012 to Ju 2013	for Sep	Revised	lsuonA	anilesed	Unit of	KbI	Strategic	-919 benim1eteb	National	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	Я	lsutoA	fagusT	ĵ9g16 T	JagneT	əniləssa	Measurement		Objective	Objectives	KPA	9971
Pressing commitments and time constraints	Target not achieved: Midyear assessment for		0	I	Ţ	Ţ	τ	number of audits	Conduct Town evaluations/To wn Audits	Basic Service Delivery: Achieve Day to Day Service	Access to affordable and reliable services	Basic Service Delivery	007:
resulted in the	71/15 pt/									Delivery standards in		i	
Cancellation of	financial year was completed. The						1			towns as per			
the 2011/12 grading being	completed. The final evaluation		j l							agreements Mith local			
finalised. The	for Grabouw, RSE							J		with local communities			
process will take	and Villiersdorp									and per			
off again for the 2012/13 audits.	was also done, however due to		ii i			1		}		corporate			
SUDDO CT /TTC	bressing						1			requirements			
	commitments the					1							
	grading committee could	111									1		
	not completed				ĺ]		
į	Lanit et linal										i		
j	evaluations for									ĺ			
ľ	Caledon, Botriver												
	and Greyton and									1			
	Genadendal, the Management						1]			
	team decided to					1							
	cancel the												
22,00040	2011/12 grading		0	ī		I	Ţ	питрет от	Conduct	Basic Service	Access to	Basic	<u></u>
Pressing commitments	Target not achieved:			_	-	_		audits	Corporate	Delivery:	bne eldebroffe	Service	
and time	Management	Ħ							evaluations/Co	Achieve Day to Day Service	reliable Services	Delivery	
constraints	team decided to								rporate/Direct orate Audits	Delivery	50014 100	1	
resulted in the	cancel the					1		1	CV 0 7: / :	standards in			
cancellation of the 2011/12	Corporate				1					cowns as per			1
grading being	evaluations due				1					agreements with local]	
finalised. The	time time	П				1				communities		1	1
process will take	constraints and	н					1			and per	1		
off again for the 2012/13 audits.	other pressing commitments.				1					corporate requirements			

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Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	fagref	Target	Tagaet	Baseline	Measurement	КЫ	Objective	Objectives	K₽Ā	
	Council Resolution SC29/2013, discussed and approved by council on 20 (Final), Mid-Year (Final), Mid-Year concluded in July concluded in July	2	<u>ح</u>	7	2	7	Z	Number of performance evaluations conducted (Midye ar of current financial year end Feb and financial year financial year financial year financial year	Review the performance of the five SS7 employees to identify early and implement corrective measures	Institutional Capacity Development: Refine and Institutional Institutional Municipality	ente eyeve the performance Management function	Municipal Transformat Tosman Institutional Developmen t	

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B. DIRECTORATE FINANCE

			erformanc 1012 to Jur 113	tor Sep 2							-91 q		
Departmental Corrective Measures	Departmental SDBIP Comments	ย	Actual	Target	besiveA feget	leunnA JegreT	eniless8	of of the sent of	KbI	Strategic Objective	determined Objectives	Directorate	Ref
	Target Achieved: The Data Cleansing report was submitted to Joint Joint Mayco on 28 Mayco on 28 Mayco on 28 October 2012 Sol 3. The 3rd report was report was report was report was report was creport was creport was report was report was report was creport was report was report was report was report was committee financial viability steering Committee	¢.	ε	٤	ε	ε	ŊĠM KbI	Number of adopted reports by Joint Mayco	Continue the process of data cleansing and the on the conciliation of properties on the financial system to that office, SG and valuations role and submit reports to management	Financial Fustainability: To ensure Fisancial Management of the Theewatersklo of Municipality of Municipality of Municipality of Municipality of Municipality	Improve The financial sustainability sustainability as of the objectives adopted by the financial the financial suctainagering suctainagering	Financial Services	027.

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			erformanc 2012 to Jul 2013	for Sep 2					211		-91 q	.,	
Department Corrective Measures	Departmental SDBIP Comments	Я	Actual	19grsT	bəsivəA təgnsT	leunnA fegreT	Baseline	Unit of Measurement	KbI	Strategic Objective	determined Objectives	Directorate	Ref
	Target Partially Achieved:		%09'88 	%06	%06	_%06	%48	Payment %	Achieve payment percentage of	Financial Sustainability: To ensure	Address the financial sustainability	Financial Services	TLZ1
	Accounts for first 3 Quarters were	6							%06 Jze9l Je	Sustainable	threat faced		
	evied as follows:								5013 pk eug jnue	Financial Management	by the Municipality		
	July: Levied: R37 580 517									of the			
	928 940 59% meuf: BTT									Theewatersklo of Municipality			
	August: Levied:									and execute Legislative			
	B20 182 409]					requirements			
	028 838												
	September: Levied =												1
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	Payment: R128												
Credit control processes whe	699 4 73 F oired:												
uor	K 100 e 18 186												
appropriately sime time	Pawent 8143												
CFO had to investigate this	May: Levied: R182 947 743												
matter. this	Payment: R159				ľ	1	1			i	I	1	1

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Departmental Corrective Measures	Departmental SDBIP Comments	A	Actual	Target	pesiveA tegref	leunnA TagreT	əniləss8	to JinU framenuseaM	KbI	Strategic Objective	determined Objectives	Directorate	Ref
	Target Risk Register Schieved: Risk Submitted to Risk Management Committee on 19th March 2013		Ţ	ī	1	7,0001	Ţ	Updated register submitted to risk management committee committee	Update the present risk within the confext of achieving a schieving a schieving a submit to the risk management management committee by March 2013	Good Goodmance and Clean Municipality Municipality	Introduce and Implement an arbament an action plan with the aim of obtaining a clean audit report	Financial	2271
	Target achieved: achieved: Auditor-General did not meet their deadline of 30 November C102	Ð	%00I	%001	7007	%00T	100		6AAP to ensure effective Asset Management	Governance and Clean Audit: Improve the auditing status of the Municipality	ne dinplement an action plan action blan with the sim of of other and it actions are actions and it actions are actions act	Services	
	Target well schieved:		%89	%09	%09	%09	. %09	% всріечеф	Financial wisbility measured in ferms of the outstanding service debtors (Total outstanding service debtors/ trevenue received for revenue received for	Financial Sustainabilty: Sustainable Financial Management Theewatersklo of the Theewaterskl	financial sustainability threat faced by the Municipality	Financial Services	

	L a	2012 to Jui	tor Sep 2				- 1 11		-1113	-91 Q		
Departmental SDBIP Commenta	Я	Actual	†∋g16T	Revised Target	lsunnA JegnsT	Baseline	fo fin U	KbI	Objective	determined Objectives	ejsrotoerid	Ref
Target Partially schleved: 4chleved: 4t Jul 2012:	-	86.0	ī	Ţ	Ţ	t month	month available cash to cover	viability measured in	Sustainability: To ensure	financial sustainability	Services	8ZJT
Cash:				 			fixed operating	terms of the	Sustainable Financial			
							aummunden	to cover fixed	Management	Municipality		
924942												
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276 426				1				Monthly fixed	requirements]	
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	Target Partially Comments Schools State Target Partially Schools State Target Partially Target Partially Schools State #22493718 #23 Aphil: Cash: #30 Aphil: Cash: #33876025 #33876025 #33876025 #34 March: #34 March: #38 March: #33876025 #34 March: #33876025 #34 March: #33876026 #34 March: #35 March: #34 March: #34 March: #34 March: #34 March: #35 March: #34 March: #34 March: #35 March: #34 March: #35 March: #35 March: #34 March: #35 March: #36 March: #37 March: #38 March: #	## Comments ## Co	Target Actual R Comments Target Partially Targ	Target Partially Target Partially Target Partially Target Partially Target Partially School 1 Target Partially School 2 Target Partially School 2 Target Partially School 2 Target Partially School 2 Target Partially Target Partially School 2 Target Partially School 2 Target Partially School 2 Target School 3 Annual Revised Target Actual Repartmental Sobst States and Sobst States an	Target T	Measurement Baseline Annual Target Actual R Cash: Social Spore Covers Target Actual Property Cash: Cash: Actual Property Cash:	mut of \$100 ceres of the seasons of	Sirategic Objective RPI Sealine Remembra Sirategic Objective Sealine Remembra Sea	Toto State S	The control of the co		

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Departmental Corrective Measures	Departmental SDBIP Comments	ય	Actual	19616T	Revised Target	lsunnA fəgrsT	əniləzs8	Unit of Measurement	KbI	Strategic Objective	determined Objectives	Directorate	Ref
	Farget extremely well extremely well Achieved: Total Operating Grants S303 574 1.55 CPbt Service Psyments R1.7 Psyments R1.7 CPbt S67 S00		%LT	%II	%TT	%TI	001	% achieved	Financial viability measured in measured in terms of the ability to meet it's service obligations operating operating grants acervice service service service service service service service to the service operating grants grants operating grants freely operating grants acervice service	Financial Sustainablilty: To ersure Sustainable Financial Theewatersklo of the Aminicipality and execute Legislative requirements	Address the suspension of the suspension of the by the Municipality Municipality	Financial Services	11.29
	Target Actemely well Actioned; Actioned; Actioned; Target scheduled for end June. Equipment has been purchased. Total Budget amount R1 586 669 YTD spend meters that meters that spending of the budget.	î	J	Ţ	I	I	NEW KPI	bəllszeni nelq bəvorqqA	prepaid water Tune 2013 Approval of a Corporate Project Plan	Sustainability: To ensure Sustainable Financial Management of the Theewatersklo of Municipality and execute Legislative requirements requirements	financial sustainability threat faced by the Municipality Introduce and implement an implement an	Services	IEU
	ou 12 Mgy 2013 Approved by EMC								April 2013 April 2013	Audit: Audit: Improve the auditing status of the	with the alm of obtaining a clean audit report		

		u	012 to Jul										
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	Target	Revised Target	leunnA J a greT	Baseline	Voilt of Measurement	KbI	Strategic Objective	Pre- determined Objectives	Directorate	Ref
Follow up status reports will be presented to the EMC on a	Target not achieved: First report was referred back in	8	Ţ	Z	7	7	New KPI	No of progress reports	Adoption of progress report based regont based ro	Municipality Good Governance and Clean and Clean	Introduce and Introduce and Introduce an Introduce an Introduce and Intr	Financial Services	TL32
confluous basis during the new financial year.	order to get inputs from the Municipal Manager and Linternal Lough (EMC resolution 14/2013) [28 Feb 2013]. No report was a series of EMC resolution 14/2013 [28 Feb 2013]. No report was a series of EMC resolution and the series of the series								execution of the Corporate Project Plan towards achieving a clean audit	Improve the auditing status of the Municipality	o of obtaining a clean sudit report		

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C. DIRECTORATE CORPORATE

company with the same

C36\S013 #Th Report -item January 2013. conucil on 24th submitted to 3rd report C87/2012, October 2012 -Council on 31 submitted to Council 2nd Report resolutions to Municipality 2C76/2012. Council of the report - 2012 ontstanding auditing status JanguA to bias clean audit reports on Council on the Improve the of obtaining a Council progress :tibuA with the aim submitted to Participatio submitted to dneugenly and Clean 1st report scrion plan and Public reports anpwit Governance Target achieved: ne tnemelqmi Governance No of progress Prepare and G00d Introduce and G00d EEJT Measures Comments Corrective Actual Target Departmental Departmental Target **Tatiget** Measurement Objectives Objective 2013 Baseline K₽¥ Revised **JenunA** KbI determined To JinU Strategic Ref Sep 2012 to Jun IsnoissM -914 Performance for Overall

Submitted to Z5/04/2013.

			verall Mance for ILS to Jun 1913	Perfori Sep 20	Revised	leunnA	əniləseB	To TinU	KbI	Strategic	-919 benimreteb	National KPA	19A
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	JagneT	19E16T	teget		Measurement		9vitosįdO	Objectives		
	Target achieved: Submitted to Asnagement on 25 October 2012 - B183/2012 [31 Oct 2012] And Report submitted to Management on 25th of January 2013, Total cost avings for the Savings for the Savings for the Savings for the B65/2013) to Management on 19/04/2013, to		۵	ε	ε	ε	t	Number of satisfactory reports submitted	Implement cost saving measures on paper and cost and submit quarterly progress menagement management	Financial Sustainability: Sustainable Financial Management Theewatersklo of the Theewatersklo and execute Legislative requirements	Address the Sussinability treat faced by the Municipality	Municipal Financial Sind Managemen t	₩ 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1

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			verall mance fo 12 to Jur 1013	Perfor	Revised	isunnA	Baseline	to tinU	KbI	Strategic Objective	Pre- benimieteb	KbA National	Ref
Departmental Corrective Measures	Departmental SDBIP Commenta	Я	leutoA	Jagas T	Target	Taget		Measurement			Objectives	TTWIP	20 14
Based on the outcome of the report, MM requested broketvily SA to initiate the process with the lucome Section hereafter a decision on SCM will be made. A where the process will be scheduled where the process will be corporate has documented. The Director corporate has been requested to submit a here in solved brokets.	Targets not aschieved: The aschieved: The ascessment report for Grabouw was received on the 26th April 2013.	7	Ī	ε.	ε	ε	New KPI	Number of Assessments	Conduct Phase I of Fince SCM) by June SCM) by June SCM) by June SCM) by June SCM by June By June SCM by June By June SCM by June SCM by June B	Institutional Capacity Development: Refine and improve the capacity of the Municipality	Launch a productivity productivity blan based on the outcome of a productivity assessment assessment	Municipal Transformat Inactitutional Developme Interpret	SETL
	Target Achieved: Submitted and approved by the Financial Sustainability Steering Committee.	ð	Ī	τ	ī	ī	NGM KbI	Plan submitted	Submit improvement plan by March 2013	Institutional Capacity Perelopment: Refine and Institutional Capacity of the	Eduncii 4 productivity plan based on the outcome of a seesment	Financipal Financipal	0071

			verall of 50 nun of 210 of 3	Perfori Sep 20	Revised	leunnA	əniləse8	Unit of	KbI	Strategic	-919 benimaeb	IsnoitsM	ЯЭЯ
Departmental Corrective Measures	Departmental SDBIP Comments	В	Actual	Target	Target	Target		Measurement		Objective	Objectives	KPA	
Draft Retention Strategy will be discussed by will be Policy Working Group on 18 July 2013 where after it will be referred to the Local Labour Forum for Forum for	Target not achieved: The achieved: The policy working group is a subcommittee of the Local Labour for there to be a quorum, all members of the working group must be present. The working group must be present. The working group accasions due to policles, the policles, the policles, the policles, the policles, the could only handle to the long list of policles, the source in the rest had the rest had the rest had the rest had so the sould only handle to the long list of policles, the policles, the policles, the policles, the policles, the policles, the source and policles, the source and policles, the source was a time to the long list of the the set had a source on the policles. The same account only handle are not believed. The policles of the policles of the policles of the policles.	86	Þ	ε	ε	ε	3 yew KbI	Sots Sproved Strakegon June Policies reviewed June Policies reviewed June 1013	Develop strategy to ensure the retention of retention of staff and submit to Sol 3(Staff June 2013(Staff retention Policy) Policy)	Institutional Capacity Development: Institutional Institutional capacity of the Municipality Institutional Capacity Capacity Capacity Capacity Refine and	Launch a productivity productivity of a productivity of a productivity assessment assessment a productivity productivity improvement plan based on plan base	temoransite of the construction of the constru	LL38
	Council on 07 Aug 2012. The Leave and HIV / Rid Sollcy / Scarce Skills Policy was approved by Council on 20 Warch 2013								, sbiaV/M	improve the capacity of the Municipality	the outcome of a productivity assessment	Developme nt	

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		U	013 15 to Jui		Revised	IsunnA	Baseline	To JinU	KbI	Strategic	Pre- determined	Mational KPA	ТеЯ
Departmental Corrective Measures	Departmental SDBIP Commenta	В	IsutoA	TagnsT	J egreT	Target	Divingo:	Measurement		Objective	Objectives		0/1
	Target Achieved: New Equity Plan was submitted to Dept. of Labour on 19 Sept 2012	97.	τ	ī	I	ī	ī	bəttimduz nalq	Review and submit the Employment end end Sont Sont Sont Sont Sont Sont Sont Sont	Institutional Capacity Development: Refine and Institutional capacity of the Municipality	Launch a productivity improvement the outcome of a productivity assessment	Municipal Transformat Transformal Institutional Developme Int	0 0
	Target achieved: First Supplementary Financial Department for implementation in December 2012. Second Second Second Second Second Second Second Second Second Supplementary First Second Outhof Day mail Supplementary First Second Supplementary First Second Outhof Second Supplementary First Second First		Z	Z	7	7	2	Number of Supplementary roles completed	Complete two supplementary valuation rolls, one in December 2012 and one in June 2013	Financial Sustainability: To ensure Sustainable Financial Management Of the Theewatersklo of Municipality and execute and execute and execute	Address the Financial Sustainability the the Municipality	Municipal Financial Sind Managemen t	

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Departmental SDBIP Comments	Я	Actual	J agreT	7ag₁sT	Target		measurement	(1)	орјесиле	Objectives	W.434	
Target Achieved: Notices were		τ	I	τ	ī	τ	General valuation role	Complete general	Flnancial Sustainability:	Financial	Financial	85
	3						completed	Ilon noiseulev	Fo ensure	Sustainability	Viability	
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	Sobies Target Achieved: Motices were placed in Burget, Achieved: Argus and Argus an	Departmental SDBIP Commenta SDBIP Commenta Notices were Notices were Argus and Theewaterskloof Special obsid Special board Special board Theewaters General Valuation Special valuation Objections were Conglections were Conglections were Conglections were Conglections were The Casette on The	Actual Target Achieved: Actual Target Achieved: Motices were Motices were Argues and Theewaterskloof Gasette for Gasette for Gapelloosed Theewaterskloof Gasette for Gapelloosed Appeal board The valuer in March 2013. Objection process ended on 7 March Appeal valuation The Valuer in March 2013. March 2013. Destarte on The valuer in March 2013. Appeal valuation The valuer in March 2013. Appeal valuation The valuer in March 2013. Appeal valuation The valuer in The val	Target Actual Target Actual Target Actual Target Actual Target Actual Target Actual Target Actual Tolices were Argues and Theewaterskloof Gazette for applications for applications for Ceneral Valuation Ceneral Valuation Coll was submitted by the valuers. Coll was submitted by the valuers. Collection process Appeal board Appeal valuation Decistation process Appeal valuation Decistation for Appeal valuation Decistation for Appeal valuation Appeal valuation Decistation for Appeal valuation The Objection on Appeal valuation Appeal valuation The Objection for Appeal valuation Appeal valuation The Objection on Appeal valuation Appeal valuation Teady for Teady for Teady for Teady for Teady for Teady for Teady for Teady for The Objection on The Carette on Appeal valuation The Objection on The Carette on The Objection on The Carette on The Objection on The Carette on The Objection on	Revised Sold Sold Sold Sold Sold Sold Sold Sol	Ferinate for Solution (Solution) Revised Target Actual Recording Actual Recording Solution (Solution) Target Actual Recording Solution (Solution) Target Actual Recording Solution (Solution) The water for applications for applications for applications for solution (Solution) The water for application for application for application for solution (Solution) The water for application for appli	Annual Revised Target Actual Repairmental Septiments of Se	Mesturement Target Sevised Target Sevisor Unit of Sep 2012 to Jun September 1 Target Actived Comments Target Active Section Target Secti	Measurement of the Cornel of t	Strategic (KPT Measurement Fringer Target Amnual Target Strategic Objective Were Strategic Objective Were Strategic Objective Were Strategic Objective Were Strategic Objective Were Strategic Ordinary Strategic of Target Market Market Mar	Per- Per- Complete Objective Complete Compl	Revised Revi

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Departmental Corrective Measures	Departmental SDBIP SOmments	В	Actual	Tatget	Target	Target		Measurement			Objectives		131.
	Target achieved: The following policies was submitted and approved in May 2013 by council; ICT Standardisation, Patch Maintenance Control, ICT Maintenance Policy. Ref#SC09-2013 Records File Number -	9	Þ	Þ	Þ	Þ	NGM KbI	Number of policies reviewed	Review June 2013 June 2013	Good Governance Governance Audit: Improve the Suditing status of the Municipality	Introduce and implement an action plan action plan of obtaining a clean audit report	Good Sond Public Participatio n	197
	Target Achieved: The backup and disaster recovery plan was submitted to and approved by council in May 2013. Ref#5C09- 2013. Ref#5C09- Mumber - 6/2/3/1	B.	ī	ī	τ	ī	уем КЫ	pavoidde pue pavoidde pue	Develop a June 2013 Backup and and submit to Disaster Council for plasser Backup and submit to s	Good Governance Sand Clean Improve the suditing status of the Of the	Infroduce and Implement an a final and Implement action plan with a sim of obtaining a clean sudit report	Good Governance Bnd Public Bndicipatio n	79"

			verall mance for out3	oz dəs	Revised	IsunnA	Baseline	Unit of	KbI	Strategic evitoeldO	Pre- determined	National KPA	Ref
Departmental Corrective Measures	Departmental SDBIP Somments	Я	lsutoA	Тагдеt	Target	feget		Measurement		Objective	Objectives		
The review scores will be scores will be sent to the various service providers for comments, where after a corrective action plan will be implemented and monitored by the ICT SteerComm.	Target not achieved: Due to achieved: Due to the complexity of the exercise regarding the status of ICT selected contracts, we were unable to conclude the conclude the performance recession. The before the council have concluded the recession. The municipal users recession. The procurements the respective the respective of the respective service providers. The procurements of the respective service providers. The procurements of the respective service providers. The procurements of the reviews was siso been identified. The reviews was reviews was reviews was reviews was received to the reviews was reviews was received to the reviews was received to the reviews was reviews was received to the reviews was reviews was received to the reviews was received to the reviews was received to the reviews was reviews was received to the reviews was reviews was reviews was received to the reviews was reviews reviews was reviews was reviews was reviews was reviews was reviews was reviews was reviews was reviews reviews was reviews was reviews reviews was reviews reviews was reviews reviews reviews was reviews r		0	7	7	7	Дем К Ы	No of reports submitted	submit reports to Council on the performance of service providers	Good Governance and Clean Fudit: Improve the suditing status of the Municipality	implement and implement of an appropriate aim with the aim of obtaining a clean sudit report	Good and Public Participatio n	£97.1

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		3	verall mance for J2 to Jur	Perfor Sep 20	Revised	isunnA	əniləsə8	No sinU	КЫ	oigets12	-91 q bənim1939b	Mational KPA	Ref
Departmental Corrective Measures	Departmental SOBIP symmenta	В	Actual	J eg16T	Target	Target	21112025	Measurement		Objective	Objectives		1 97⊥
The MSP will be revised with the assistance of the Municipal Manager and the Chairman of the ICT SteerComm.	Target not achieved: MSp was approved by the ICT SteerComm and sent to Management for comments The MSP was submitted to the council in May 2013, but was not approved and referred back to referred back to		0	ī	ī	ī	у Мем крі	ICT master plan developed and submitted	Develop a ICT Master (MSP) that is aligned to the aligned to the Integrated Development council for Sphroval by end June 2013	Good Governance and Clean Improve the auditing status of the Municipality	Introduce and Introduce and implement an section plan with with the aim of obtaining a clean sudit report	Good Sand Public Participatio n	1071
The rest of the budgeted positions cannot positions cannot be filled due to labour disputes. Others are being advertised.	Target not achieved: Currently in process of filling all vacant positions. It positions. It (1.2%) of the 34 hudgeted positions will be used to fund other critical will be used to fund other critical fooling the same and signed off by as a spproved and signed off by and signed off by		₹ %9৮'S	τ %ζ	T	τ %ζ	Į " "ŊGM Kb]	Vacancy rate less than 2% Work Place Skills Plan reviewed and submitted	Manage the vacancy rate on budgeted bosts to less than 2% during the year year a skills plan and skills plan a	Institutional Capacity Ceyelopment: Refine and Institutional Municipality Municipality Institutional Institutional Refine and	Launch a productivity improvement blan based on the outcome of a productivity assessment cannch a productivity improvement improvement	lsqipinnemit pinnologian turi pin sud	0 <u>/</u> 1
	the parties.	Ī							submit by	improve the Institutional capacity of the Municipality	the outcome of a productivity assessment	Developme nt	

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D. DIRECTORATE DEVELOPMENT

			rmance for 012 to Jun 2013	z dəs						-040		
Departmental Corrective Measures	Departmental SDBIP Commenta	a	leutoA	Targe 3	Revised Target	fanna JagisT	to finU finemeruaseM	KÞI	Strategic Objective	-srq bealmradeb dObjectives	National KPA	Ref
	Target Achieved: 1st Report-Council Ref: CS7/2012. Meeting 23/08/2012. Zhd report -Council Ref: C97/2012. Meeting 29 Mov.2012. 3rd Report to Council Ref: C08/2013- Meeting 24 January 2013. Ath Report to council Ref: 4th Report to council Ref:	3	Þ	b	Þ	Þ	Number of performance reports submitted to Council	Review the performance of the of the inunicipality to identify early warning signs and implement corrective measures	Institutional Capacity Development: Refine and Institutional capacity of the Municipality	Improve the performance Management function	Municipal Transformati on and Institutional Developmen t	1471
	Target achieved: MOA Target achieved: MOA Signed with Department Public Works and Transport (Host on 5 September 2012. Brighoyment Agreement) An MOA was signed with Botrivier Education Foundation on 26th October 2012.	a.	7	7	7	7	Number NGO's with whom signed	Develop and sign a MOU with identified MGO's to MGO's to working working partnership that addresses the support for social initiatives and the support manual social initiatives and the social	Healthy and Secure Social Fabric: Establish a Healthy, Safe and Secure "Social Fabric"	Facilitate the establishment of partnerships of partnerships in the will result improved social conditions of certain communities	Basic Service Delivery	, z+u

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	Departmental SDBIP Comments	Overall Performance for Sep 2012 to Jun 2013										
Departmental Corrective Measures		В	leutoA	Targe £	Revised Target	lsunnA JagusT	fo finU Measurement	KbI	oigatert2 evitoațdO	Pre- determined Objectives	National KPA	Ref
Plan to be worrkshopped with council and approved before the end of August 2013	Target not achieved: strategy was presented to Management, Development and Operations portfolio committees as well as EMC. A Workshop with full the 16th of May but did inot take planed for not take place. Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved: Target Achieved:	Đ.	T.	Ţ	Ţ	Ţ	Strategy submitted to council Plan submitted	Compile remedial strategy in addressing the law addressing the law challenge in the TWK by Warch 2013 Develop a 3 year housing programme and submit to and submit to council for end september send september should by end submit to send submit submi	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per standards in communities and per communities and per requirements and per Tho address the Housing Programme: To address the Housing to affect the Housing Theewatersklo of area	Improve law enforcement and Traffic and Jraffic policing from a current undesired to the defined desired approval from approval from approval from program that friree year fromcouncil for a friree year from approval from program that friree talia takes inter alia takes inter alia takes from that friree year from approval from program that friree year friree year friree talia takes frirent friree talia takes inter alia takes inter alia takes frirent friree to the inter alia takes friree to the inter alia takes friree to the inter alia takes friree to the inter alia takes friree to the frireent	Basic Service Basic Basic Delivery	TL44
								-		address the impact of impact of intrastructure and basic services plight of the plight of the farm worker		

			verall O12 to Jun 2013	Perfor Sep 2						-91 q	!	
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Rectual	Targe f	Revised Target	leuanA JegreT	to JinU Messurement JinemsuseeM	KbI	Strategic Objective	determined Objectives	National KPA	Pef
	Target achieved: Reports submitted to Mayco as follows: SS January, 9 April and 27th May	9.	٤	ε	ε	ε	Quarterly report to Joint anagement/M ayco on number of Top Structure and serviced sites completed to 3 year housing programme	Implement 3 Year housing programme to provide housing opportunities	elustainable Housing Programme: Do address the Housing demand in the Joecwatersklo Theewatersklo To add an	Obtain approval from approval from Council for a three year housing program that into consideration; ? Current backlogs? The migration phenomenon? Capacity of the infrastructure and basic and basic services services services services services services services services services services	Basic Service Delivery	Stri

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		,	2013 O12 to Jun O13	Sep 2						-91 q		
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	agraT j	Perised faget	lsunnA JegnsT	Unit of Measurement	КЫ	Strategic Objective	determined Objectives	National KPA	Ref
	Target extremely well met; 31 - Full Time Equivalent work opportunities have been created in the month of through the CWP and through the CWP and opportunities generated through the CWP seed in the month of opportunities generated through the CWP seed through the CWP seed through the CWP seed through the CWP seed through the CWP programme. 31 - Job Opportunities and 15 - FTE opportunities generated through the CWP programme. 32 - FTE opportunities and 61 in the month of Cotober through the CWP programme. 34 - FTE opportunities and 62 in the opportunities created through the CWP programme. 35 - FTE opportunities and 61 in Americal and 61 in Americal and 62 in the month of opportunities and 61 in Americal and 62 in Americal and 62 in Americal and 63 in Americal		082	001	oor	001	Number of Job opportunities created	Create Job opportunities (Full Time Equivalent (number people employed*nu employed\230) Target vs and EPWp and EPWp Program)	Local Economic Development: Create an Environment for a Developing Theewatersklo of Economy of	Obtain approval from approval from the financial sustainability steering committee for a project plan intended to developer friendly friendly Municipality	Local Economic Developmen †	9 ♭ 7⊥

			Verall mence fo ULS to Ju 2013	Perfor Sep 2						-91 4		
Departmental Corrective Measures	Pepartments SDBIP Comments	Я	Actual	apreT }	Revised Target	faunnA JagnaT	Onit of Measurement	КЫ	Strategic Objective	determined Objectives	KPA KPA	get.
	Target extremely well met: 16 SMMEs attended Micro MBA training in program. 2 of those of the FSAA mentorship program. 2 of those SMMEs have been SMMEs have been SMMEs have been centre and are in porduction. 7 Caledon based and 10 centre and are in porduction. 7 Caledon based and 10 strengthen and are in porduction. 7 Caledon based and 10 strengthen and are in porduction. 8 Caledon based and 10 strengthen and are now part training and are now part training and are now part training and are now part fromal capacity building straining and see now part forums in 5 of the town is brought are resulted. Those setablishemnt of SMME stablishemnt of SMME stablishemnt of SMME sources. Further, support services. Further, support services. Further, support services formering in formal in 5 of the town is program. 7 and 7 SMMEs actively participated. Those sorting in meetings will be taking in participated. Those on ongoing bases for the next 5 months. 10 young entrepreneurs and 2 SMMEs actively where the taking the taking the next 5 months.	th.	0SI	75	21	71	Number of entrepreneurs assisted	Provide training to enfrepreneurs	Local Economic Development: Create an Enabling for a Developing Theewaterskio Theewaterskio of Economy	Obtain approval from approval from the financial acustainability committee for a project plan investor and create an investor and friendly friendly Municipality	Local Economic Developmen t	ረ৮ገ
	In Dec. 2- Businesses were provided with support: 1. Confine industrial sawing machines of wood poetry: SARS corns and referal to susiness forum boldings (Pty) investemnt holdings (Pty) to investemnt holdings (Pty) to investemnt holdings (Pty) investemnt holdings (Pty) investemnt holdings (Pty) and it is not also business advice.											

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			2013 O12 to Jun O15 to Jun	Perfor Sep 2						-91 9		
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	Targe t	Revised Target	launnA JagnaT	of Unit of Measurement	KbI	Strategic Objective	determined Objectives	KPA KPA	Ref
	Target not achleved: Strategic Workshop on Sploy/Bylaw held and approved by Council on 21 November, 2012. REF; Sc20/2012	排	0	ī	ī	I	By-Law submitted	Address Revenue Enhancement through the development of a Signage By-law and submit to Council for abproval by end end September 2012	Financial Sustainability: To ensure Sustainable Financial Management of the Theewaterskio of Municipality and execute regulative requirements	Improve The financial sustainability of the of the per the part and part and per the financial sustainability steering committee committee	Municipal Financial Vlability and Management	8+71
	Target Achieved: Target & Chieveens, Taverns & Shebeens, and Unubering Policies and Unubering Policies on i6 May 2013.	9	ε	<u>ا</u>	ε	ε	Number of policies	Develop 3 policies(Taver ns & Stebeens, Container & Street to Container & Street to Council for to Council for to Council for the Council for	Institutional Capacity Development: Refine and Institutional capacity of the capacity of the	Impodece and impodece and compodece and section plan with the aim of obtaining a clean sudit report	Transformati on and Institutional Developmen t	
	Target achieved: Report submitted to steering committee during July2012, November 2012, February 2013 and 28th May 2013		t	Þ	b	Þ	No of progress reports adopted	Monitor the activities of activities of the conditions of the cond	Financial Sustainability: To serure Sustainable Financial Management of the of Municipality and execute and execute requirements	Improve The financial suctainability of the Municipality as per the objectives adopted by the suctainability steering committee committee	Monicipal Financial Vlability and Management	057.

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			Verall O12 to Jun 2013 2013	Perfor Sep 2						-91 4	lanaidald	
Departmental Corrective Measures	Departmental SDBIP Comments	В	Actual	Targe 1	Revised Target	lsunA JagnaT	Unit of Measurement	KbI	Strategic Objective	determined Spjectives	KPA KPA	Ref
	Target Achieved: This phase of the project complete.	P	%00I	%00T	%00ī	%00T	% of project completed as per project life cycle	Completion of Thusong Centre(NDPG funding Phase 1)	Infrastructure Upgrades and Growth Growth Planning: To effective effective infrastructure and bulk order to order to order to address and bulk services and bulk services and ensure	of seson bns sidsbrofts sidsiler sevive?	Basic Service Delivery	

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			Verail O12 to Jun 2013	Perfor Sep 2						-04 q		
Departmental Corrective Measures	Departmental SDBIP Comments	Я	lsutoA	egraT j	Revised Target	lsunnA JegrsT	10 JinU Measurement	KbI	Strategic Objective	re- heriemined Dejectives	Mational KPA	Ref
The draft Strategy will be presented at the next Financial Sustainability committee after which it will be presented to council,	Target not achieved: Draft received on Seth June 2013. The complexity of evaluating the functionality of the quotation led to a delay in the sppointment of the appointment has now been concluded. The delay appointment has now mas caused by SCM as they took a long time to been concluded. The delay mas caused by SCM as they took a long time to course and the course and the functionality of the evaluated by 3 people course and the course and the functionality of the functionality of the and infine to course and the fine office and the fine of the spople evaluated by 3 people evaluated by 3 people evaluated by 3 people evaluated by 3 people the office had to be evaluated by 3 people sevaluated by 3 people evaluated by 3 people and the spople file of the spople evaluated by 3 people sevaluated by 3 people all the office had by sevaluated as file of the spople all the documents to give a fair rating.		%09	%08	%08	%08	% of activities completed as per project life cycle	Develop a Strategy Strategy	Financial Sustainability: To ensure Financial Management of the Theewatersklo of Municipality and execute sind execute requirements	Improve The financies sustainability of the whichality as per the dobjectives sustainability sustainage or the financies sustainage or the sustainability scening committee	Municipal Financial Viability and Management	2571

Departmental Measures Measures The process forward will be to obtain Council's approval to sell more than one as there are saybroval to sell more than one as there are companies in interested in interested in interested in interested in interested in angaged with Mr within TWK to angaged with Mr within TWK to angaged with Mr within TWK to angaged with Mr within TWK to angaged with Mr interested in interested in interested in interested in angaged with Mr employees. TWK to angaged with Mr employees. TWK to angaged with Mr employees. TWK to angaged with Mr angaged with Mr angaged with Mr angaged with Mr angaged with Mr angaged with Mr angaged with Mr angaged with Ar interested to angaged with Ar interested to angaged with a broperty. THE WE STATE THE TREET THE TREET ANGAGE TREET THE TREE	Comments Target not achieved:4 Deeds of Sale were entered into. Deed of Sale for 40 erven was cancelled. Contract expired and Council Pollcy had to be revlewed.		Actual Actual	181ge 101	Revised Target	feunnA ferget for	Measurement Mumber of Erven Sold	KPI Address Revenue Enhancement through the residential residential erven of erven of	Strategic Objective Objective Objective Character Sustainability: To ensure Fustainable Fustainable Of the Theewatersklo of Municipality and execute and execute Legislative Legislative requirements	determined Objectives Improve The financial sustainability as when the objectives objectives financial sustainability as steering sustainability as steering sustainability	KPA KPA Municipal Financial Viability and Wanagement	Ref TL53
forward will be to obtain Council's approval to sell more than one plot to a person as there are companies in Colledon Caledon Caledon pullding houses for their and "My budget approvers to wall to state their shalligate their shalligate their shalligate their shalligate their shall be stated to state their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be stated their shall be shall be shown a property.	Deeds of Sale were entered into. Deed of Sale for 40 erven was for 40 erven was expired and Council Pollcy had to be reviewed.	, and the second	4	101	101	TOT		Revenue Enhancement through the sale of residential erven of	Sustainability: To ensure Sustainable Financial Management of the Theewatersklo of Municipality and execute Legislative	financial sustainability of the Municipality as objectives adopted by the financial financial sustainability steering	Financial Viability and	ĔZJT.
idvertised on a ontinual basis intil all of them is old,	n control of the cont											
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Departmental Corrective Measures	Departmental SDBIP Comments	Я	lsutoA	Targe f	besiveA JegnsT	leunnA JegaeT	To find ThemeruseeM	KbI	Strategic Objective	determined Objectives	KPA National	Ref
	Target not achieved: Served at Management on 17 May (171664) and EMC on 27 May, Item not formanded to council, Item resolved/Approved by both EMC and Management.		Ţ	<u>. Ţ </u>	ī	ī	Needs Analysis & Programme completed and submitted	Complete a needs analysis needs analysis and upgrade programme for sports tallities per town and submit to council by Council by April 2013.	Healthy and Secure Social Fabric: Establish a Healthy, Safe and Secure "Social Fabric"	Facilitate the establishment of partnerships that will result in the improved social conditions of certain communities	Basic Service Delivery	0971
Income is improving since the appointment of the new service provider.	Target not achieved: Total Income for Financial Year R 3710773.89, MVS Contractors were suspended in May 2012 SYNTELL came on board in SYNTELL came on board in 2012.Therefore income for fines were very low.		8,57,0,7 7,0,5 7,8,9	000 '008'S '8	2°300'000 8	R 5,300,0	R Value of fines collected	Optimal of collection of fines issued for the for the financial year	Financial Sustainability: To ensure Sustainable Financial Management of the Theewatersklo of Municipality and execute and execute Legisiative Legisiative requirements	Improve the committee financial sacethor of the per the objectives adopted by the sacethor of the financial sacethor of the sa	Municipal Viability and Vanagement Management	447
An acting traffic chief was appointed in the interim to manage the Traffic and Law Enforcement portfolio until a portfolio until a permanent	Target not achieved:	, B	E	S	S	S	Monthly Statistics report to Development Portfolio	well Enforcement inltiative to oderrease incidents affecting stration trailic safety	Basic Service Delivery: Achieve Day Achieve Day Day Service Delivery standards in towns as per agreements agreements agreements and per corporate corporate requirements	Improve Law Enforcement and traffic policing from a current undesired state.	Basic Service Delivery	

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Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	agreT j	Mevised TagnsT	lsunnA fagneT	Unit of Measurement	KbI	Strategic Objective	determined Objectives	KPA KPA	Ref
brishings A Standard Operating Operating Operating Procedure (SQP) Procedure beloped or building piece of the control operation operation of the control operation operation of the control operation ope	Target Partially achieved: July_27 Building plans received: 16 Approved timeframe; 18 not timeframe; 18 not timeframe; 25 Building plans approved within specified spproved within specified within specified within specified spproved within specified timeframe; spproved within specified timeframe; spproved within specified timeframe; blans approved: 32 Cotober: 33 Approved timeframe. Cotober: 33 Approved within specified blans approved: 30 blans approved within specified within specified within specified blans approved: 50 Building plans approved within specified within specified spins spproved timeframe. December: 16 Building plans spproved supproved within specified blans approved spproved within specified timeframe. December: 10 Building spproved within specified spproved within specified spproved within specified spproved within specified spproved within specified spproved within specified spproved within specified spproved within specified spproved all Approved in specified timeframe.		% † 0°8∠	%00T	%00T	%001	% Approved	Approve building plans within 30 days for buildings less than 500mZ and 60 days for buildings all information required is correctly submitted	Basic Service Delivery: Achieve Day Achieve Day Service Delivery standards in towns as per agreements agreements and per corporate requirements	od sesocial of the support of the su	Basic Service Delivery	6271
	February: 20 Building plans approved 1.3 within specified time frame. March: 33 Building plans approved: 31 Within specified timeframe; 2 Not Within specified timeframe; 8 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 9 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 8 Pril: 43 Building plans 9 Pril: 43 B											

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Departmental Corrective Measures	Departmental SDBIP Comments	Я	leutoA	Perge f	Revised Target	lsunnA JagisT	Unit of Measurement	KbI	Strategic Objective	determined Objectives	KPA KPA	lest
A Standard Operating Procedure (SOP) for land use spiblications will be developed an fut in place to ensure that plan; sre approved within deadline,	Target partially achieved: 91.03% of all applications approved within specified funeframe. Under performance is due to performance is due to comments not being comments not being processed in time for the PEC agenda		%£0.16	%00T	%00 T	% 001	% Of applications evaluated	Process land use use applications after receipt of all outstanding and relevant information and and celevant and documents	Basic Service Delivery: Achieve Day Achievery standards in towns as per towns as per agreements with local communities and per corporate requirements	od sesoch affordable bidaller seorirec	Bāsic Service Valivery	1

			2013		-				- 1	-91 G		ı
Departmental Corrective Measures	Departmental SDBIP Comments	В	leutoA	Jarge J	Revised Target	lsunnA JegisT	Onit of Measurement	KbI	Strategic Objective	defermined benimined cetives	KPA KPA	Ref
Tender has beer adjudicated, contractor to be onsite by the en of July. Funds will be rolled ove to the new financial year.	Target not achieved. The following tasks have successfully been successfully been sourced and secured to sourced and secured to built' plans were built' plans were accompleted: Funding physical measurements of the space from tenants were secured after an assessment of the space from tenants were physical measurements of the space secured after an assessment of the space secured after an secured after an finalised. Wew flushised, New Sachievents of the Dept of the Mannan Settlements; was done and shall of undifficed to blank a signed Mok to conspiled and submitted was done and a building ond strainted to maintenance and submitted to maintenance and submitted to maintenance and submitted to sech actions of the building and submitted to section of determining and sections and determining of the security was done and a building on determine and submitted to determine sort of details of the building and scripitectural plans to determine actions and determining of the seconstruction period sections and determining of the sech action sections are submitted to the sech action sections and determining of the sech action sections are submitted to the sech action sections and sections and sections and sections are submitted to the sech action sections are submitted to the sech action section sech action section beriod to the terms of the terms o		%0S	%00T	%00T	%00I	% of project tiffe cycle	Complete Thusong Centre (DPLG funding - Building Upgrade)	Infrastructure Upgrades and Growth Planning: To effective effective infrastructure and bulk upgrades, replacements and bulk ander to address infrastructure and bulk services backlogs, make provision for development and ensure services backlogs, make	Access to sidebre and sideble subjects solvices	Basic Service Delivery	נרזס

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			Verall of Sanseriul of Sto 2013	Perfo Sep 2						-91 4		
Departmental Corrective Measures	Departmental SDBIP Comments	Я	leutoA	Perse f	Revised Tagret	lsunnA JəgreT	Unit of Measurement	KbI	Strategic Objective	determined Objectives	National KPA	Î9A
Will complete job	Target not achieved: The project comprised of the building of new toilets as well as the upgrading of contracting building into foilet facilities. Problems with contractor resulted in portion of job not completed, the contractor did not have the material this ended up in a ± 2 months delay, a number of emails was sent to the contractor but he could not provide the material in time. Target achieved: The following was done: Grounds were made even following was done: Target achieved: The following was done:	(B)	<u></u> %001	%001 %001	%001 %001	%00I %00I	% of project completed as per project life cycle % of project life % of project life cycle	upgrade RSE sports grounds Construct Mini Sport Facility for Myddleton	Basic Service Delivery: Cervice Delivery Achieve Day Service Delivery Sand per Communities agreements agreements and per communities and per communities and per requirements foo Day Service requirements foo Day Service requirements and per communities and per communities and per agreements and per communities and per agreements and per communities and per agreements agreements foo Day fo	Access to affootable and services services Access to Access to affordable and affordable and services Access to affordable and affordable and services	Basic Service Basic Service	3
									with local communities and per corporate requirements			

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E. DIRECTORATE OPERATIONS

pooked against ce: Ifems underperforman Reasons, for 326 925,58 spending = R1 requirements 452 500, YTD and execute Legislative Budget = R 1 90.90%, Total Theewatersklo of Municipality = uə5 '%+6 64 = 388 %14.101 (Operational) of the > Villiersdorp = June 2013 Management Municipality **%**66'88 budget by 30 Financial Grabouw = Networks Sustainable treat faced by Hanagement '%99'86 Water To ensure Sustainability Viability and met: Caledon = pnqdet spent allocated Financial Sustainability: Financial Target almost %ZÞ.E6 **%001** % of approved **%001 %001** 4001 Buipuads Financial Address the Municipal TIT Measures Comments Corrective Departmental SDBIP Actual Target Departmental Target Objectives Tagaet Measurement Strategic Objective Baseline KbY KbI determined Revised IsunnA Ref To JinU **National** Performance -914 Overall

the stores votes. Journals had to be done to correct this, hence the under expenditure

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Department: Corrective Measures	Departmental SDBIP Comments	Я	lsu35A	tagnsT						lateradia	add speabld	TeninimuM	_ Z
	Target almost met: Caledon		%ZT '96	%00T	%001	%00T	%00T	% of approved	Spend	Financial Sustainability:	Address the Financial	Municipal Financial	_
	-97.91%,	u,					[Sewerage	To ensure	Sustainability treat faced by	Viability and Management	
	Grabouw =					1	i		budget by 30	Sustainable Financial	гере пасел ру	3400406-000	
	%80'66						1		(Operational)	Management	Municipality		
	Villiersdorp =105.91% RSE						1			of the			
	= 60'23'									Theewatersklo of Municipality			
	Grey/Gen =									and execute			
	latoT .36. ∇8									Legislative			
	Budget= R 684 000, YTD								ı	requirements			1
	= gnibnaqs]				İ		
	R657 481.56,						1						
	лот, гпогьяЯ					1					1		1
	underperforman												1
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	incorrectly								}				
	the stores												
	votes. Journals												
	had to be done												
	to correct this.						1						
	hence the under					1				· ·			Т
	expenditure		520	720	520	720	05	Number of water	Install water	Basic Service	Access to	Basic	
	Zarget met: Zarget met:		007	0.53				service points	service points	Delivery:	affordable and	Service Delivery	
	balletani							installed	(taps) for lonformal	Achieve Day to	reliable Municipal	41241120	
				j	1	1	1	1	settlements	Delivery	Services	1	ŀ
									customers-	standards in	1		
	}						1		ี กดาว เกืองร	cowns as per			
						-			dwelling	agreements with local	1		
									(Destiny)	with local communities		i	
	1					í				and per			
										corporate		1	

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			/erall sonsmrc		Revised Target	leunnA Tagaet	əniləss8	to tinU taemenuzeeM	КЫ	Strategic Objective	Pre- determined Objectives	Kb¥ Natjonal	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	JagreT							2.1122		
	; ::jsm feg:s T 29 01 81 bellstani		81	81	81	81	os	Number of sanitation points (toilets) installed	Install sanifation services points (toilets) installed for informal settlements customers customers (Destiny)	Basic Service Delivery: Delivery Day Service Delivery standards in towns as per agreements agreements amith local communities corporate corporate	od seedod bns abldsbroths eldetler begronde seorvices	Basic Service Delivery	, }

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			ormance	ofred 	Revised Target	Annual Jagaet	əniləse8	To tinU Measurement	KbI	Strategic evifoetido	Pre- determined Objectives	National KPA	Ref
Departmental Corrective Serusee Measures	Departmental SDBIP Somments	Я	Actual	Target								1;-;;	. J -
			%6Z' Z 8	%00T	%001_	%00 T	001	% of approved budget spent	Spend allocated Roads budget by 30 June 2013 (Operational)	Financial Sustainability: To ersure Sustainable Financial Management of the of the and execute Legislative requirements	Address the Financial Sustainity treat faced by the the Municipality Municipality	Municipal Financial Viability and Management	ST.

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			/erall ermance		Revised Target	lsunnA JegtsT	əuiləseg	to JinU Measurement	KbI	Strategic Objective	Pre- banimabab savitosidO	National KPA	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	Ы	BufoA	19616T		_							2711
	Target: Achieved: Tracking reports are avaliable of all trips	é	%00I	%001	%00Т	%001	100	% of households with access to basic levels of solid waste levomen	Provide a solid waste removal service	Basic Service Delivery: Achieve Day to Day Service Delivery standards in towns as per agreements agreements communities communities corporate	od sceocy Affordsble and Affordsble Municipal Services	Basic Service Delivery	∠ ₹71

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			verall prmance		Revised Target	leunnA JagreT	əuiləse8	10 JinU Measurement	KbI	Strategic Objective	-919 benimined bectives	Mational KPA	Ref
Departmenta Corrective Measures	Departmental SDBIP Somments	Я	Actual	Jagaet								12-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-	3312
	Target almost		%00'98	%00T	100%	%00T	100	% of Budget spent	Spend the maintenance	Financial Sustainability:	Address the Financial	Municipal Financial	557
	met: YTD spending on	10				ļ			budget for	To ensure	Sustainability	Viability and	ľ
	Parks at all								parks and	Sustainable	treat faced by	Management	
	Towns = R275	13			1	i]	сешерцієз	Financial Management	the Municipality		
	=86.740									of the	faundia		1
	TTV. %20.811	15								Theewatersklo			
	Expenditure per Town									of Municipality			
	(Parks)Caledon									guq execnte			
	546.03%,				i					Legislative			1
	Grabouw 96.35,					l				requirements	X/.	1	
	Villiersdorp										(i)		
	79%, RSE						1						
	165.02, Grey/Gen 97.70					1]			1			
	enibnaqs QTY				ļ	1			İ				
	on Cemeteries												
	= R127 436,19								ļ				
	=54,24% YTD					1							
	Expenditure per												
	Town				1						- 00		1
	Cemeteries)C aledon 97.75%,					,			1				
	Grabouw 37,62,												
	Villiersdorp				1								
	99.19%, RSE				1	ļ							
	,%87.55										1	1	
	Grey/Gen			1 -	1								ļ
	65.76% Reasons ,for				i	ļ							
	underperforman									1	1	1	
	ce: Items												1
	incorrectly					1							
	pooked against												
	the stores												
	votes. Journals had to be done				-	Ī							
	to correct this.												
	hence the under												

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Municipality and Municipality and Municipality and Municipality and Municipality and Secret Solutions of Municipality and				overall forman		Revised Target	lsunnA tegasT	9uil9868	Unit of feasurement	KbI	Strategic Objective	-919 benimtesb sevitoejdO	KPA KPA	Ref
Hannerial Visibility and Sustainability: Wasagement the Municipality and Sustainability: Wasagement the Municipality Municipality and execute Legistative Hannerial Associate Administration of the Access to Service Service Service Service Service Service Service Service Service Followers the Hannerial Residence of the Service Servi	Corrective	418GS P	j jen	Actu	Target						· · · · ·			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
agreements as per requirements by December against a per provided and services Day		Target almost met: YTD % expenditure per Town: Caledon: 85.07% Villiersdorp: 101.23% Villiersdorp: 104.30% Total Budgeted Total VTD Expenditure = 96.13% Total Budgeted achieved: Expenditure = 96.13% Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Total Budgeted Stripton VS Total Expenditure = 96.13% Total Budgeted Stripton VS Total Expenditure = 18.00 VS Tota							spent Update Files (19	allocated Building and Maintenance Dudget (Operational) Updated equipment equipment maintenance files wrt files wrt strus sustates	Sustainability: To ensure Sustainable Financial Management of the Theewatersklo of Municipality and execute Legislative requirements requirements Basic Service Pelivery: Delivery: Delivery: Delivery: Delivery to Delivery t	Financial Sustainability treat faced by the Municipality Access to affordable and	Financial Viability and Management Basic Service	127J

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				Revised farget	lsunnA JagasT	əuiləseg	fo finU framentement	KbI	Strategic Objective	-9rq determined objectives	Mational	Ref	
Departmental Corrective Measures	Departmental SDBIP Commenta	Я	Actual	Target									C2 1
Audit of pump stations with number of number of pumps per catation will be ensure that records are correct and that town officials are recording and reporting and	Target schleved: reports of all stations updated and received		% £5	%00T	*00I	%001	001	Ppdated Files (15 Sewerage pump stations)	Updated equipment maintenance files wrt greendrop status requirements by December 2012	Basic Service Achieve Day to Day Service Delivery standards in towns as per agreements and per communities and per corporate requirements	bns eldsberbis bns eldsberbis eldsler Services	Basic Service Delivery	2271
	Target achleved: All plans received. Plans with progress to date tabled at portfolio on 6/2/2013	g	8	8	8	8	0	Vumber of Maintenance Programs	Develop scheduled maintenance programs per tespect to sports facilities; cemeteries and municipal	Basic Service Communities Delivery Achieve Day to Service Serv	of essoch affordable and reliable relices	Basic Service Delivery	

			verall Semance		Revised	leunnA jægreT	Baseline	to JinU Measurement	KbI	Strategic evitoatdO	-919 determined sevitoejdO	National KPA	Ref
Departmental Corrective Reasures	Departmental SDBIP Comments	Я	Actual	Taget								0	V 02 134
		(B)	E 3	19thet E	ε	٤	NGW KPI	Number of progress reports	Upgrade and maintain cemeterles as per scheduled maintenance plan	Basic Service Delivery: Achleve Day to Day Service Standards in towns as per agreements agreements communities and per corporate requirements	Access to and selfordable and reliable Services	Basic Service Delivery	₽ZJL
	3rd report for the period January to March served before the portfollo on 05 June 2013 Ref:												

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			verall symmetre		besiveA tepteT	lsunnA tegusT	Baseline	to sinU Messurement	KbI	Strategic Objective	-91¶ banimrađab zavizosidO	Nstjonal	PA
Departmental Corrective Measures	Departmental SDBIP Somments	В	Actual	Tagasī							-		
Greyton Nature society would have donated a portion of the play park expenses. Planning phase of Greyton play park is done. Funding not received to date	Target met: Villiersdorp: 1 New Crest 1 Extension 7, Grabouw: Bosbou 2, Bert en Brink Straat 1, Gafley Str 1. Caledon: Uitsig 1 Genadendal: Genadendal: 1 Genadendal: 1 Genadendal: 1 Genadendal: 1 Genadendal: 1	9	6	8	8	8	уем кы	Number of projects	Develop new June 2013	Basic Service Delivery: Day Service Day Service Sandards in towns as per with local with local communities and per corporate requirements	osses oo affordable and sellable Services	Basic Service Delivery	

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Basic Access to Access to Access to Besic Service and Departmental and Departmental Access to Access to Access to Besic Service and Define Properties and Active Part Services and Define Part Services and Define Part Part Part Part Part Part Part Part				Verall Symance		Revised fanget	leunnA JegreT	Baseline	to tinU fromenuseeM	KbI	Strategic Objective	-919 defermined esvisosjdO	National KPA	Ref
Services affordable and callery. Services Delivery reliable and personal progess reports Services Delivery reliable and personal progess reports Services Day Service and personal plan. Services Day Service and personal plan. Services Day Service and personal plan. Services Day Service and personal plan. Services Day Service and personal plan. Services Day Service and personal plan. Services Day Service and personal plan. Services Day Service and personal plan. Services Delivery maintenance to produce to the product of the product of the product of the product of the period program held for the progra	Corrective	SDBIP	В	lsutoA	J9616T						30,000		2/368	1811
Annaly to DP10/2013 June 2013 Ref: OP10/2013	batsbiloznob A ad Iliw troqan ant of batnasang gninub ollothoq	Target met: Scheduled plan Scheduled plan together with progress to date tabled at tode at committee on 06/02/2013. Reff11/2013. This reported included date for the first, two date for the first, two duarters. Hence should count as first, two duarters. Hence for the for the program held in December for the 1Dp program held for the 1Dp program held for the 1Dp program held for the 1Dp program held for the 2013. It he 3rd for the 2013. It he 3rd for the 2014. Sol13]. The 3rd for the 200 program held for the 200 program held for the 200 program held for the 200 program held for the 2013. Eveb for the 200 program held for the 2013. Eveb January to		E	ε	ε	٤	New KPI		aln municipal buildings as per scheduled maintenance	Delivery: Achieve Day to Day Service Delivery standards in towns as per with local with local communities and per corporate	bns 9idalbole Fellable Services	Service	18.1

Delivery Services for Basic Services of Delivery Services and per services for Services and per complete fields of Services and per complete fields of Services and per complete fields of Services and per complete fields of Services for Basic Services and per complete fields of Services and per complete fields of Services and per complete fields of Services for Basic Services of Basic Services of Basic Service of Services and per complete fields of Services for Basic Service of Basic Service of Services and per complete fields fields from the fields of Services of Basic Service of Services of Basic Service of Services of Basic Service of Services of Basic Service of Services of Basic Service of Services of Basic Service of Services of Basic Service of Services of Basic Service of Services	Me A work be hel	SDBIP Comments Target not met: evidence	Я					100		Provide piped	Basic Service		Basic	T67J
Service affordable and commercial pelivery affordable and reliable and	Techni Techni	met: evidence	Ħ	%59	%00T	%00I	<u>%</u> 001	100		Provide piped	Basic Service	Access to	Pasic	167
agreements Application Squeements With local communities and per comporate completing job received. completing job mith local completing job completing tasks completing tasks completing tasks completing tasks completing tasks completing tasks completing tasks completing tasks completing tasks completing tasks	hoqmio bettoo cape cape cape cape cape cape cape cape	provided that connection was done within λ working days after application received. Job card system not implemented correctly. Target partially met: partially met: correctly.		% Þ9	%00T	%001	%001	001	days of households of households of households of households of households	water Inside dwelling to households Enter Institute Flush tollet tollet ot lesses of serverse of serv	Achieve Day to Achieve Day Service towns as per corporate communities and per comporate and per comporate and per comporate and per communities and per comporate and per comporate and per comporate and per comporate and per communities and per communities and per comporate and per communities and per comporate and per communities and per commun	relisble Services Access to Access to Selfotoble and Belisble	Delivery Sasic	Z 61.

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Departmental Corrective Measures	Departmental SDBIP Comments	Я	lsutoA	19Q16T	anfi ma						Objectives		
Director: Operational Services: The estimated Completion is Znd week in August August	Director: Operational Services: Project standing at 90% Completion. Still awaiting the finalisation of the snag list and practice completion. R 1 SS2 798.06 YTD spending	0	% 06	%00T	%001	%001		% of project completed as per project life cycle	Completion of Thusong Centre (MIG Funding)	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and order to order to address and bulk and expansions in make provision for developments and bulk and sand and bulk and bulk services and bulk services and bulk services and bulk services and bulk and bulk services and bulk services and bulk and bulk services and bulk services	To ensure effective infrastructure sid bulk upgrades, replacements and expansions in order to address infrastructure and bulk and bulk provision for make provision for and ensure and ensure sustainabilty in the process	Basic Service Delivery	597.

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E. DIRECTORATE TECHNICAL SERVICES

			Performai 2012 to J 2013	deč Tof	Revised	IsunnA	to JinU	КЫ	Strategic	-919 benim1919b	IsnoitsM	19H
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	19Q1sT	‡9616T	19616T	Measurement		Objective	Objectives	KPA Basic	911
SLA is in SLA is finalisation stage. SLA has been referring to Internal Auditor to Scrutinize the shortcomings. Once approved will be curb the losses curb the losses in the TWK srea.		jo.	%SI	%SI	%SI	%ST	% of unaccounted for water	Limit water ezso to less %Z1 nafit	Financial Sustainability: To ensure Sustainable Financial Management Of the Theewakersklo of Municipality and execute show execute the execute show execute show execute	Pddress the Financial Subsancial Sussellity treat faced by the Yunnicipality	Service	

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			besiveA	Jenuuy		Strategic	-919 benimreteb	National	Ref			
Departmental Corrective Measures	Departmental SDBIP Comments	В	lsufoA	tegraf	fagueT	JagusT	Measurement		Objective	Objectives	KPA	
Mitigation plan will be tabled at technical portfolio and council in dozing pump for Grabouw has and the aluminium has aluminium has been installed and the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation of the mitigation will improve the comings which along the other short total score to onnigation of the mitigation of the other score the or an analysis of the mitigation of the mitigatio	Target Partially achieve the 100% drinking water quality compliance due to not having adequate infrastructure such as pecial dozing pump to special dozing pump to aluminium in Grabouw aluminium in Grabouw aluminium in Grabouw sa well as RSE. Compliance in this erused the 75% man gard would have ensured the 75% from plance. That Blue brop report was discussed at ARR SO13/Mitigation brop report was discussed at from plance. That Blue from plance. That Blue of 1une (M110/2013). from peat ratings. from peat ratings. from peat ratings. from peat ratings. it is alvaing the end of 1une (M110/2013). status. Ratings as status. Ratings as achieving its Blue Drop achieving its Blue Drop status. Ratings as status. Ratings as achieving its Blue Drop achieving its Blue Drop status. Ratings as achieving its Blue Drop status. Ratings as	0	%0S:TZ	%S4	%S <i>L</i>	%S4	99 as beores % 90 le leunh jibus qotb	Improve water quality management	Basic Service Dellvery: Achieve Day to Service Dellvery standards in towns as per agreements and per communities and per requirements requirements	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to and ensure and bulk services backlogs, make provision for development and ensure sustainability in the process	Basic Service Delivery	ZTL

			2012 FO 3		Revised	IsunnA		197	Strategic	-91¶ benimteteb	National	laM
Departmental Corrective Measures	Departmental SDBIP Comments	Я	lsujoA	19g16T	Tagnet	†9g16 T	Measurement	КЫ	Objective	Objectives	KPA	8.11
Draft risk plan will be resubmitted to resubmitted to the end of the end of August 2013. Draft risk will be presented will be presented will be presented will be presented to the presented to the presented will be presented will be presented will be presented to the presented will be presented will be presented will be presented will be presented to the presented	Target not achieved: Original Plan was drafted and submitted to management on the O3/O1/2012. Municipal Plan be drafted in the plan be drafted in the format of a risk mitigation plan. Draft mysagement on aumitted to management on telements. Plan referred back for resubmitted bo amendments. Plan telement back for the amendments. Plan amendments. Plan smendments. Plan smendments. Plan referred back for further amendments. Plan management on praft plan submitted to the ferred back for further amendments.	N E	0	ī	ī	Ţ	Programme adopted by June 2013 Lpdated risk Updated risk	Compile a three year infrastructure and basic services upgrade, cxpansion and replacement programme and submit to adoption by 30 June 2013 Update the water risk water risk mitgation plan June 2013 Update the water risk mater risk mater risk water risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk mater risk material for Council	Financial Sustainability: To sensure Sustainable Financial Theewaterskio of the Theewaterskio and execute Legislative requirements requirements requirements	To ensure effective infrastructure and bulk upgrades, replacements and order to order to address infrastructure and bulk and bulk and bulk and bulk and bulk and bulk flestructure and bulk and bulk and bulk and bulk and ensure becklogs, in the process flestructure and bulk	Municipal Financial Sand Managem Financial Viability and Managem Municipal Financial Viability and Managem	611
-£ugu S t.	amendments.							approval by April 2013	Management of the of the of the of Municipality and execute Legislative requirements	Municipality	ent	

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			Performai 2012 to 3 2013	for Sep	Revised		to tinU		Strategic	-91 q	IsnoitsM	,-0
Departmental Corrective Measures	Departmental SDBIP Comments	Я	lsufoA	TagaeT	Target	19615T	Measurement	KbI	Objective	determined Objectives	KPA KPA	Ref TL10
egesseling release of report	Target not achieved: Report not as yet received from the Minister of Water Affairs. report until further notice.	AF.	%0	% 0∠	%0∠	%0∠	% scored as per annual Green Drop audit	Improve Waste water quality management	Infrastructure Growth Growth Growth ensure effective infrastructure and bulk plandes, replacements and order to order to ander to	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk and bulk and bulk services becklogs, make provision for development in the process	Service Delivery	
entroot to council for notification.	Target not achieved: Draft submitted to Management on the Seth of June 2013. Approved by Management as well as Technical Portfolio committee. Enroot to council for notification. Plan includes all towns hence the target should read 1		0	Z	7	9	Sign on polyged	Update Waste water Risk Abatement Plans	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk porder to address and bulk sha expansions in make activess activess and bulk active activess and bulk active actives and bulk active actives	fo ensure effective and bulk and bulk eplacements and exparaions In order to order to address and sandulk astructure astructure andress andulk setvices andulk astructure andulk astructure anduless anduless anduless anduless anduless anduless anduless anduless anduless anduless and ensure austainability in the process in the process	Basic Service Delivery	ļ ļ

Corrective Measures d:	Departmental SDB Comments Target not achieved Plan was presented all council on Seth July 2013.	A	SO13	19gnsT	Revised Target	isuonA fagreT	Measurement No of WWTP Operational and maintenance plans adopted	KPI Compile 1 of 7 operational and maintenance plans per plans per	Objective Objective sustainability Infrastructure Upgrades and Growth Planning: To Planning: To ensure ensure effective	determined Objectives To ensure effective infrastructure and bulk upgrades, teplacements	KPA Basic Service Delivery	SL17
	Plan was presented at council on 26th July	Ħ	0	ī	Ţ	Ţ	operational and maintenance	operational and maintenance plans per	enctourstrains bne sebeged Orowth OT :gninnsIP	effective infrastructure and bulk	Service	SLIT
					923		304000 30 #	WWTP and submit to Gouncil for Agerch 2013 March 2013	infrastructure and bulk replacements and and expansions in order to address and bulk services provision for make make make make	and expansions in order to address and bulk services backlogs, provision for make provision for development and ensure sind ensure in the process in the process	Basic	ETU
sppointed in spoolnted in vacant post on 1 briotity is to priotity is to insters in Villiersdorp.	Target not achieved: Difficult to get appointments to Install the meters. Back log of delivery time. Training was also scheduled for the installet. RSE - installation completed. there is a backlog on th willilersdons in installations in villilersdons due to the voising the post vacant Electrician post	U.S.	%LZ'S	%0±8	%0¢'8	%0+'8 049	# of meters installed % unaccounted for electricity	Install pre- paid electricity meters as per project plan Limit Limit climit climit bosses for electricity to below 8.4%	Basic Service Basic Service Day Service Day Service Day Service Day Service Day Bandards in sendents agreements agreements communities and per corporate requirements financial Tio ensure Financial Tio ensure Sustainable Financial	Access to affordable and reliable Municipal Services Services Financial Financial Sustainability treat faced by the the food by the food b	Service Service Municipal Financial Financial Viability and Managem ent	⊅ ∏

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			Performal 2012 to J 2013	for Sep	Revised	IsunnA	to JinU		Strategic	-919 bagirratab	IsnoijsM	Joa
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	ferget	Tagrafi	Target	Measurement	KbI	Objective of Municipality	determined Objectives	КРА	Ref
									and execute Legislative requirements			
	Target well achieved: Year average report available from CT Lab.	g. 20	% 78 '66	% <u>5</u> 8	% 58	% ≤8	% compliance	Comply with minimum standards as prescribed by prescribed by ity for Electricity supply	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk and expansions in restructure and bulk setvices and bulk setvices and bulk setvices and bulk action for action for development and bulk setvices and bulk setvices and bulk action for development and bulk setvices and bulk setvices and bulk action for development setvices	To ensure effective and-bulk and-bulk upgrades, replacements and expansions in order to address infrastructure and bulk services backlogs, make provision for development and ensure sustainability in the process	Basic Service Delivery	SLT
	Target Well achieved: Appointment has been done in April 2013 and Audit has been conducted and reports were submitted at end May 2013	69	%00T	% 0∠	% 02	% 0∠	% audits conducted	Arrange external audits to monitor Waste disposal facilities (Villiersdorp, Caledon, Grabouw)	Infrastructure Dupgrades and Growth Planning: To effective infrastructure and bulk pupgrades, replacements and expansions in order to order to order to order to saddress infrastructure infrastructure saddress infrastructure saddress	To ensure effective infrastructure and bulk replacements and order to order to address infrastructure infrastructure make make		911

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			Performal 2012 to J 2013	for Sep	Revised	leunnA	lo tinU		Strategic	-919	IsnoitsM	îsă
Departmental Corrective Measures	Departmental SDBIP Comments	Я	IsutaA	JegreT	Target	fagusT	Measurement	КЫ	Objective make provision for development and ensure snd ensure	determined Objectives sustainability in the process	Κb¥	
	Target not achieved: Links with TL8. Compiled as one plan.	3	0	Ţ	Ţ	ī	yaka haku malq noidagilim	Update the roads and scorm water risk mitigation plan and submit to Council by 30 June 2013	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk and order to order to order to order to services infrastructure and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services backlogs, and bulk services backlogs, and bulk services and bulk services and bulk services backlogs, backlogs, backl	To ensure effective and bulk bulk upgrades, replacements and expansions in order to address infrastructure and bulk services provision for development and ensure sustainability in the process in the process	Basic Service Delivery	81.1
	Target Achieved: Completion Certificate was submitted, VTD spending = R2 699 57,503	0	2'1	2.1	Z'T	2'1	number of km upgraded(paving) + tarring)	off Degrading of Bos Street, Industrial Road and Steenbras Road in Grabow	Infrastructure Growth Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and order to order to address address saddress saddress saddress saddress saddress	fifective infrastructure and bulk apprades and bulk showers and expansion in order to address infrastructure and bulk services provision for development and ensure and ensure and ensure and ensure and ensure and ensure and ensure and ensure infrastructure and ensu	Basic Service Delivery	6171

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letramtisca0			2013	q92 101	Revised	IsunnA	to JinU	IGN	Strategic	Objectives	IsnoitsM	Ref
Departmental Sorrective serusseM	Departmental SDBIP Comments	Я	RutoA	tagnaT	jeg16∓	j∋g≀sT	Measurement	КЫ	Objective	Objectives	KPA	122
									ensteinability provision for provision for make provision for	sustainability in the process		
	Target achieved: Installation completed.	9	Þ	Þ	†	Þ	Number of erven serviced	Provide services for Industrial erven	Local Economic Create an Environment for a Theewatersklo of Economy	Obtain approval from the financial sustainability steering steering attended to create an investor and investor and investor and sustainability sustainabil	Local Economic Developm ent	₽ \$
	Target achleved: Handover certificate received,	\$ P. P. P. P. P. P. P. P. P. P. P. P. P.	%00T	%00I	%00I	%00 T	% of project completed	Replacement of steel poles electricity network railway crossing	Infrastructure frowth Planning: To ensure effective infrastructure and bulk expansions in order to order to address and bulk services and bulk services and bulk services and bulk astructure make make and bulk services and bulk services and bulk and bulk solute and bulk services and bulk services and bulk services and bulk astructure and bulk services a	To ensure infrastructure and bulk and bulk replacements expansions in order to order to address and bulk services finfrastructure fand bulk make make make infrastructure provision for make infrastructure infrastructure services and bulk services in the process		78

			2013 2013 to) Performai	qa2 101	Revised	IsuanA	to JinU		oigetests	-91 4	lenoiteM	
Departmental Corrective Measures	Departmental SDBIP Comments	В	lsufoA	Tagret	JagreT	jepreT	AnamanusaaM	KbI	Objective	determined Objectives	Mational KPA	₽9N
	Target Achieved: Job Completed and handover certificate signed. YTD spending = R472 556.69		%00Т	%00T	%00T	%001	% of project	Opgrading of network in Bultekant Street - Riviersonderen b	Infrastructure Upgrades and Growth ensure ensure effective infrastructure and bulk and bulk order to order to infrastructure and bulk services hacklogs, make make make make to order t	To ensure effective and bulk hirastructure band bulk upgrades, replacements and expansions in services backlogs, bac	Basic Service Dellvery	£871
	Target well achieved: Completion of Roads has been done snd been certificates has been signed off. YTD spending = R1 728 639.67	天里	† I	6E T	6£.1	1,063	Number of kilometres	Upgrade of municipal roads from gravel to gravel to approved copital capital the financial year	Infrastructure Upgrades and Growth ensure effective and bulk and bulk and bulk and bulk and cxpansions in order to order to order to order to and bulk services infrastructure and bulk services infrastructure and bulk services backlogs, infrastructure and bulk services	To ensure effective infrestructure bulk upgrades, replacements and corder to address infrastructure and bulk services make provision for development and ensure sustainability in the process	Basic Service Delivery	1 /871

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Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	Target	Taget	Tagat	Measurement	KbI	Objective	Objectives	KPA	
				276 en .					sustainability			
	Target achieved: Project completed. R324 964.59 YTD spending	ð	%00I	%001	%00T	%00T	% of project completed	Replace Sterling and Koalisie street	Infrastructure Upgrades and Growth Planning: To ensure enflective infrastructure and bulk upgrades, replacements and expansions in order to order to order to and bulk and expansions in make makes provision for provision for provision for and bulk and bulk services and bulk and bulk and bulk and bulk and bulk services and ensure development and ensure and ensure	To ensure effective infrastructure and bulk upgrades, replacements and order to address infrastructure and bulk make provision for make and ensure and ensure sustainability in the process	Basic Service Delivery	5811
	Target achieved: Job Sompleted. Only 208 HH signed for receipt. Awaiting the reset of the community to sign off. Manager Electricity provided a certification indication that all 367 indication that all 367 indications were done.		Δ9ε	324	\$Z£	. \$28	#of informal HH connected	Installation of electricity distribution network in Goniwe Park to cater for new growth	Infrastructure Upgrades and Growth Growth Planning: To ensure effective effective and bulk upgrades, replacements and order to or	order to address infrastructure and bulk services services services services services services services services services services services services services		997

E Telgalada

	Performance Tor Sep 2012 to Jun 2013	for Sep	pesive9	leunnA	to JinU	167	Strategic	Pre- determined	tenoiteM	Ref		
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	fepret	†∋gчsT	JagnaT	fnemeruseeM	KbI	Objective	Objectives	KPA	4720A
								The state of the s	development and ensure sustainability			
	Target Partially achieved: project completed. YTD spending = R2 745 285.62	50	%00 1	%00 1	%001	%001	% of phase of the project completed	Upgrade of Bulk Water acknork with approved capital the financial the fi	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk and expansions in order to order to order to and bulk setvices infrastructure and bulk services hacklogs, make provision for development and bulk services sand bulk services and bulk and bulk services sand bulk services and bulk	To ensure effective and bulk hirastructure and bulk upgrades, replacements and expansions in frastructure and bulk services make provision for development and ensure sustainability in the process	Basic Service Delivery	48 71.

E Tetajakdə

			Performa 2012 to 1 2013	tor Sep	Revised	leunnA	o Jun	NO.	Strategic	-erq determined	IsnoijsM	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	В	Actual	tagnaT	fagueT	farget	Measurement	KbI	Objective	Objectives	ggsic KPA	88JT
Delays during TWK Process resulted process resulted in a later than appointment absoluted continuous postponement of meetings). Following extensions granted in terms which were granted in terms of the contract, the project is the project is expected to be completed by the contract, the project is of the contract, the project is of the contract, the project is the project is of the contract, the project is of the contract, the project is of the contract.	Target Not achieved: The target of 100% (Practical completion of the dillieradorp reservoir) was not reservoir) was not reservoir) was not reservoir was not reservoir was not procurement of the professional services meant that the professional services meant that the professional services on procurement of the suppointed 18 September. We were the reservoir sud appoint in insufficient time inwhich insufficient time inwhich contractor and start contractor and start contractor and start contractor and start contractor and start contractor and start contractor and start contractor in before the builder's holiday. The builder's holiday in contractual completion after the builder's holiday in sponinted after the builder's holiday in such action to the contractual completion such action of the builder's holiday. The subject of 19 July YTD spending = R2 577 spending = R2 577 spending = R2 577		% \$7	%00I	%00I	%00T	% of phase of the project completed	Upgrade of Bulk Water aupply network with approved capital projects for the financial year. Vear (Villiersdorp)	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure bulk and bulk	To ensure effective and bulk and bulk replacements and order to address and bulk services provices make provision for development and ensure and ensure and ensure in the process	Service Delivery	
The remainder 32 houses has not been built as yet. Installation will commence as soon as house are built,	Target not achieved: 38 out of the 70 houses has been connected.	\tag{2}	8£	OZ.	04	04	# of households connected to the GRID (new applications)	Provide electricity (at least min. service level) to all RDP households	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements and bulk opdiscements and order to order to sddress	To ensure fifective infrastructure and bulk upgrades, replacements and expansions in order to order to infrastructure infrastructure infrastructure and bulk aservices make	Basic Service Dellvery	681

			Performai 2012 to J 2013	de2 101	Revised	levanA	10 JinU	ШЛ	Strategic	-9r4 benimateb	lsnoif#N	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	В	Actual	jeg16T	Target	Target	Measurement	KbI	Objective	Objectives	KPA	4004
									services backlogs, make provision for development and ensure	development shd ensure sustsinsbility in the process		
	Farget achieved: Civil & structural and Mechanical/Electrical contracts have both been completed and sreperior VID spending = Part of NTD	9	% 001	%00 1	%00 1	%00T	% of phase of	Upgrade of Bulk Water network with approved capital projects for the financial year (Grabouw)	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk expansions in address and and bulk expansions in make infrastructure and actions in make and bulk actions in services and actions in make and bulk actions in make and care and bulk and bulk and care and bulk and bulk and care and care and ensure and ensure	To ensure effective and bulk and bulk replaces, replacements and expansions in order to address infrastructure and bulk services forwision for make provision for development and ensure and ensure sustainability in the process	Basic Service Delivery	0671

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			Performa 2013 to 3 2013	for Sep	Revised	leuanA	10 JinU		Strategic	-919 beginnedeb	National	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	Я	fsutoA	Jagaet	19€16T	19greT	Measurement	KbI	Objective	determined Objectives	KPA	<u></u> £6.jT
Target not resched due to the fresched due to the length of the environmental application process. This insulfacient time to complete the project by the end of June end of June funding will be tolled over and the project on the project over and the project on the project over and the project of the project and the project and the project in the project of the project in the proj	Target not achieved: The waste management licence was issued on the £1/4 of May, Sollowing which a 20 day appeals period ensued. YTD spending = R86 856.00	(2)	%0S	%00I	% 001	%00T	% of project	Construction of WWTP in Tesselsessassis with approved capital projects for the financial year	Infrastructure Growth Growth Growth ensure effective infrastructure and bulk and bulk and ceplacements and and and securices and bulk and bulk services and bulk and bulk services and bulk and bulk and bulk services and bulk and bulk services and bulk and	To ensure effective and bulk and bulk upgrades, replacements and expansions in order to address infrastructure and bulk and bulk and bulk provision for development and ensure in the process	Service Delivery	
	target achieved: ser has some letter has better been some some some some some some some some	Ð	% 001	%001	%00 T	% 001	horisation by Spirato June 2013	Obtain Environmental Environmental of the Upgrade of existing waste waster purification works (Villieradorp)	Infrastructure Growth Planning: To ensure effective infrastructure and bulk and expansions in expansions in infrastructure and bulk and expansions in infrastructure and bulk shoulk and address address address and bulk and expansions in infrastructure and bulk shouls in infrastructure and bulk and bulk shouls in in in in in in in in in in in in in	To ensure effective infrastructure and bulk replacements and order to address andrestructure infrastructure and bulk services provision for make provision for advelopment and ensure sustainability in the process		₽ 67 1

		un	Performal 2012 to J 2013	for Sep	Revised	isunnA	%o tinU		Strategic	-919	IsnoiJsN	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	19616T	teget 1961sT	tegret	Measurement	KbI	Objective sustainability	determined Objectives	Kb¥	1201
Manager: PMU: the remaining 50% of phase 2 will be rolled over to the 2013/14 financial year	Manager: PMU: The target under actual for 100%) does not reflect completion of this project. Construction to phase 2 has progressed well in 2012/13, the remaining 50% of the project will continue in 2013/14 YTD spending -	9)	%00T	%00I	%00I	%001	% of phase of the project completed	Upgrade of existing waste water purification works with approved capital projects for the financial year(Grabouw	Infrastructure Upgrades and Growth Planning: To ensure effective infrastructure and bulk upgrades, replacements	To ensure effective infrastructure and bulk upgrades, replacements and and order to order to address	Basic Service Delivery	\$61⊥
	12.277 1 74 71 <i>9</i>								expansions in order to address address and bulk services backlogs, make make advelopment and ensure suctainability	and bulk services make provision for development and ensure and ensure in the process		
Walting on Eskom to proceed with project.	Target not achieved: Project will not be completed in this financial year. Eskom busy with the upgrading of their substation. There is a delay with their project. Funds will have to be rolled over.	o ∃)	_%0	%001	% 0	%00I	%of project completed as per project llfecycle	Upgrading of Caledon Supply	Basic Service Delivery: Day Service Day Service Delivery standards in towns as per awith local communities communities and per corporate requirements	To ensure effective infrastructure and bulk replacements and expansions in order to order to sinfrastructure infrastructure and bulk make make and bulk services and bulk services hocklogs, provision for and services in the process and ensure sustainability in the process	Basic Service Delivery	96 7.L

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			Performal 2012 to J 2013	tor Sep	Kevised	IsunnA	to JinU	147	oigestra2	-919 beginneteb	lsnoijsM	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	В	Actual	tagnsT	Target	Target	finemetuseeM	KbI	Objective	determined Objectives	KPA	
	Target achifeved: Hand over certificate completed YTD spending = R395 422.03	9	۷۲.	41	∠ I	۷۲.	# of street lights	Togniberged Streelighers Trobsralliiv	Basic Service Delivery: Day Service Day Service Delivery standards in towns as per agreements agreements agreements and per and per corporate corporate	To ensure effective infrastructure and bulk upgrades, replacements and expansions in order to address infrastructure and bulk services and bulk services provision for development and ensure development and ensure sustainability in the process	Basic Service Delivery	261 L
	Target well achieved: Claim 4 and 5 = 52 Poles planted [30 Apr 3013] Claim 6 and 7 = 36 Poles planted [31 May 2013] Claim 8 = 16 Poles planted YTD Spending = R455 129.86	3	701	68	68	68	# of streetlights upgraded	o prading of streetlighes in Botriver	Basic Service Delivery: Achieve Day to Day Service Delivery standards in downs as per dgreements dyreements and per communities and per requirements	To ensure infrastructure and bulk and bulk and bulk replacements and order to order to soddress and bulk and the son and the s		8671

E Tetals

			Performa 2012 to J 2013	for Sep	Revised	IsunA	to finU	107	Strategic	Pre- determined	lanoi35/f	îsA
Departmental Corrective Measures	Departmental SDBIP Comments	Я	Actual	J agus T	Tagraet	feget	Measurement	KbI	Objective	Objectives	КРА	
The consultants were asked to expedite the work and by 12 July had draft version of the tender and accument and are burst with the construction drawings	Target not achieved: The target 100% linked to June is the compilation of tender documents and construction drawings by the consultant. This advertising of the subsequent late consultants tender and subsequent late consultants tender and subsequent late consultants tender and subsequent late to consultant to the reguired spointment of the consultant. This left too somplete the required to complete	% 01	%00T	%00I	%00I	% of project completed as per project lifecycle	Grabouw Bulk Water upgrade (chases 5) with approved capital the financial the financial (Grabouw)	Infrastructure Upgrades and Growth ensure effective infrastructure and bulk upgrades, replacements and expansions in infrastructure and ublik and expansions in and expansions in and evelopment and evelopment and and and and and and and and and and	To ensure	Basic Service Delivery	667⊥	
Bitumen has been send to lab for testing against work has been put on hold till results have been received.	Not completed in this financial year. You led this hold financial year. Quality of Bitumen was bad. Purchasing of product hose yet us back product has set us back with Implementation. YTD spending R320 YTD spending R320	# P	T00	004	004	004	Number of meters (Paving + tarring)	Upgrading of Van Schalkwyk Street	Delivery: Achieve Day to Day Service Day Service standards in towns as per agreements agreements with local with local communities and per corporate requirements	effective and bulk should bulk and bulk teplacements and bulk expansions in order to order to provisions for development and bulk services and bulk services and bulk services and bulk services backlogs, bac	Service	

E netgend

			Peiformai 2012 to 3 2013	tor Sep	Revised	IsuanA	to JinU	KbI	oige#61#2	-919 benimiesb	lstional	Ref
Departmental Corrective Measures	Departmental SDBIP Comments	В	Actual	fagusT	t∍g₁eT	jeg16∓	Measurement		Objective	Objectives	KbV	
SƏJINSPƏW	Target Achleved: handover certificate submitted, YTD spending = R1 270 893.20	ē.	% 00₹	% 001	%001	%00T	implementation ber project life cycle	Replacement of Villiersdorp main substation	Infrastructure Upgrades and Growth Planning: To effective effective infrastructure and bulk and bulk order to address and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and bulk services and ensure and ensure and ensure and ensure and ensure services	To ensure effective infrastructure and bulk and bulk upgrades, replacements and expansion in order address backlogs, backlogs, make provision for and ensure and ensure austainability	Basic Service Delivery	₽ 0 1 71



COMPONENT A: BASIC SERVICES

This component includes: water, waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

Some of the challenges experienced are:

APPROXIMATION TO THE PROPERTY OF THE PROPERTY

- Provision of basic services on a sustainable basis.
 - Stimulating local economic development.
- Sound management of its financial affairs.
- Strengthening continued community participation in the affairs of Local Government.
 - Provision of subsidised / low cost housing.
 - Development of a social strategy.
- Growing population, unemployment and poverty.
 - Continued reformation in local government.
 - Backlog in infrastructure.

3.1. WATER PROVISION

potable water supply systems with domestic wastewater and sewerage disposal systems as a local government function. Basic water is defined as 25 liters of potable water per day supplied within 200 meters of a household management is inextricably linked. Section 4B of the Constitution lists water and sanitation services limited to environment, and food production, hygiene and power generation). Poverty reduction and improved water Water is probably the most fundamental and indispensable of natural resources – (fundamental to life, the

All water services provided by Theewaterskloof Municipality to consumers within the Municipal Management Area are linked to the Municipality's Tariff Policy and Rates Policy with poor households incorporated through the municipality's Indigent Policy. The large number of residents in the lowest income groups (living in informal areas) places a major challenge on the municipality to provide suitable services. This is particularly true for Bot River, Grabouw and Villiersdorp

All the formal households in the urban areas of TWKM's Management Area are provided with water connections. Communal standpipes are provided in the informal areas as a temporary emergency service.

supply service. Standpipes are often constructed in ways that cannot withstand excessive use (and abuse) and are TWKM takes note of the fact that communal standpipes represent probably the weakest part of a network's water often neglected in terms of operation and maintenance, adversely affecting the health of its already vulnerable and poor users. Communal standpipes are also used by poor households who normally don't pay for water.

should The Overberg Water Board (OWB) operates three rural water supply schemes, namely the Rûensveld West, Rûensveld East and Duivenhoks schemes which supply water to rural areas and some municipal areas over a large part of the Overberg District Municipal area. At present no formalized agreement exists between the TWKM and OWB for its role as the water service provider in the rural areas. In terms of the category B municipal WSA status, the Overberg Water Board will act as a Water Service Provider within each municipality, providing water in bulk or to individual users on farms and to several parts of municipalities. Negotiated services agreements therefore be put in place.

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Outcome of the Blue Drop Status

The overall Blue Drop Status for Theewaterskloof Municipality for the 2012/13 financial year = 71,50%

KE'96	(الاستونا ومسافره الله)
140'66	A 'icrobiopical Comphance (%)
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25	Water Safety Planning
dzopszanją	S. No. 540 activities

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Whilst the performance of Theewaterskloof is still classified as satisfactory, it is unfortunate that the momentum of lastyear's improvement could not be main tained. This would be mostly due to the rate of compliance not being according to expectation, but there would be enough progress with the implementation of regulatory requirements which can be regarded as most encouraging.

The Department noted with concern the persistent Aluminium failures at the Grabouw water treatment moths and officially expressed its apprehension to the water services authority, it is however encouraging to note that optimisation mitiatives are being implemented in terms of alternative coagulant dosing which promises to be the solution for this unwanted situation. The Department is to be kept abreast of developments in this regard.

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it must also be noted that the Service Lavet Agreement public meetings were found to be a rather remarkable initiative to keep the community informed on drinking water quality issues.

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3.1.1 TOTAL USE OF WATER BY SECTOR

	Tc	Total Use of Water by Sector (cubic meters)	Sector (cubic mete	rs)	
	Agriculture	Forestry	Industrial	Domestic	Unaccountable
2044,2042					Water losses
2011/2012	0	0	659798	2150265	12 80%
					12.00.70
2012/2013	0	0	632929	3010214	15 0604
				-	2000

3.1.2 WATER SERVICE DELIVERY LEVELS

Below is a table that specifies the different water service delivery levels per households in all formal areas for the financial years 2009/10 till 2012/13;

The 2009/10 and 2010/11 data was extracted from the S78 report which was drafted by external consultants. The 2011/12 data was extracted from the Water Services Delivery Plan which was dased on census 2011 and data from the financial system. From here onwards the 2011/12 data will serve as the baseline data. The 2012/13 data was extracted from our financial system. It must be noted that Theewaterskloof Municiplaity does not have any areas who have no access to water.

Water Se	Water Service Delivery Levels	Levels		
	Households			
Description	2009/2010	2010/2011	2011/2012	2012/2013
	Actual No.	Actual	Actual	Actual
Water: (above min level)				
Piped water inside dwelling	34 469	24 283	16 177	21 572
Piped water inside yard (but not in dwelling)	1	1	1	1
Using public tap (within 200m from dwelling)	2916	3 689	4624	5097
Other water supply (within 200m)	0	0	0	0
Minimum Service Level and Above sub-total	37 385	27 972	20 801	26 669
Minimum Service Level and Above Percentage	100%	100%	100%	100%
Water: (below min level)				
Using public tap (more than 200m from dwelling)	0	0	0	0
Other water supply (more than 200m from dwelling	0	0	0	0
No water supply	0	61	61	0
Below Minimum Service Level sub-total		61	61	0
Below Minimum Service Level Percentage	%0	%0	%0	%0
Total number of households*	37 385	28 033	20 862	26 669

3.1.3 HOUSEHOLDS WATER SERVICE DELIVERY LEVELS BELOW MINIMUM

Households -	Water Service D	e Delivery Levels Households	Households - Water Service Delivery Levels below the minimum Households	
Description	2009/2010	2010/2011	2011/2012	2012/2013
	Actual	Actual	Actual	Actual
Formal Settlements	Ö	No.	Ö	No.
Total households	37 385	28 033	20 862	26 669
Households below minimum	c	C	(
ישכן אוכב ובאבו	5	0	0	0
Proportion of households				
Delow minimum service level	%0	%0	%0	%0
Informal Settlements				
Total households	2916	3 689	4624	5097
service level	0.00	0.00	0.00	0.00
Proportion of households				
Delow Illiningin Service level	0%0	%0	%0	%0

All households are being serviced with minimum level of services.

Proportion of house receiving 6 kl free	Proportion of households with access to water points*Proportion of households with access 			Access to Water	
3 689 28 033 4624 20 862 5097 26 669	3 689 28 033 4624 20 862 5097 26 669		Proportion of households with access to water points*	Proportion of households with access to piped water	Proportion of households receiving 6 kl free#
4624 20 862 5097 26 669	4624 20 862 5097 26 669	2010/11	3 689	28 033	100%
5097	5097 26 669	2011/12	4624	20 862	3001
	/OOT	2012/13	2005	999 92	100%

* Means access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute # 6,000 litres of potable water supplied per formal connection per month

3.1.4 EMPLOYEES WATER SERVICE

		Employe	Employees: Water Services	100	
Job	2011/2013		201	2012/2013	
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a 9% of total
	No.	No.	No.	No.	(SEC.)
0 - 3	44	23	22	1	4%
4 - 6	0	20	20	0	%0
6-2	80	σ.	7	7	13%
10 - 12	0	1	1	0	%0
13 - 15	0	0	0	0	%0
16 - 18	0	0	0	0	%0
19 - 20	0	0	0	0	%0
Total	52	52	50	2	4%

Many of the operators at the water treatment plants lack formal qualifications. Due to the limited number of staff, fulltime training is impossible. It is imperative that alternate types of training should be investigated such as onsite/in house training or even the option of "recognized prior learning". These challenges are the most prevalent in the water and sanitation departments.

FINANCIAL PERFORMANCE WATER SERVICE 3.1.5

	Year -2011/12		Year 2012/13	12/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
Total Operational Revenue	34572	42 325	40 182	33.478	Duager 17%
Expenditure:			100	2	0/ 11
Employees	5 2 2 0	5111	5111	5.750	.19%
Repairs and Maintenance	1507	2 120	2151	2,160	760
Officer	27 535	25 450	23.686	24 164	%6-
Total Operational Expenditure	34 262	32 680	30.948	32.074	-A9%
Net Operational Expenditure	(310)		(9 234)	(1 404)	85%

3.1.6 CAPITAL EXPENDITURE -WATER SERVICE

	Capital Ey Wate	Capital Expenditure Year Water Services			
					R'000
			Year 2012-13		
Capital Projects	Budget	Adjustment Budget	Actual Expenditure	Variance Total Form original Value	Total Project Value
				budget	
Total All	10 309	12 959	9 0 2 8	-12%	
Grabouw Bulk Water Planning	-	171	133		171
Upgrade bulk water network RSE	350	350	282	-19%	350
Upgrading bulk water supply (new					
reservoir and bulk water main)				omatica e	
Villiersdorp	7 353	6 727	5 109	-31%	6 727
Upgrading bulk water supply					
network Grabouw	1 606	4 047	3 291	105%	4 047
Pre-paid Water Meters/ Water					
Demand Management in TWK	1 000	1 587	164	-84%	1 587
WaterTreatment Plant Capacity	1	11	79		77
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.	d cost of the proje	ect on approval t	y council (inclua	ing past and	

3.2 WASTE WATER (SANITATION) PROVISION

Theewaterskloof Municipality works towards providing all households in the towns with a water connection inside the house and connecting all households to a waterborne sanitation system. All the formal households in the urban areas of TWKM's Management area are provided with waterbourne sanitation inside the houses. Communal ablution facilities are provided in the informal areas as a temporary emergency service. A sustainable type of sanitation facility needs to be provided to the households on the farms, where current sanitation services are below RDP standard. It is important to complete an accurate survey on the farms to verify the existing service levels on the farms. One of the goals of the TWKM is that sanitation services are provided equitably (adequate services are provided fairly to all people), affordable (no one is excluded from access to basic services because of their cost); effectively (the job is done well); efficiently (resources are not wasted); sustainably (services are financially, environmentally, institutionally and socially sustainable)

Below is a table that specifies the different sanitation service delivery levels per households for the financial years 2009/10, 2010/11; 2011/12 and 2012/13:

3.2.1 SANITATION SERVICE DELIVERY LEVELS

Sanitation	Sanitation Service Delivery Levels	Levels		
	*Households			
Description	2009/2010	2010/2011	2011/2012	2012/2013
	Outcome No.	Outcome No.	Outcome	Actual
Sanitation/sewerage: (above minimum level)				
Flush toilet (connected to sewerage)	19 785	24 111	14 948	21 572
Flush toilet (with septic tank)	5 247	5 757	1229	1229
Chemical toilet				7774
Pit toilet (ventilated)				
Other toilet provisions (above min.service level)				
Minimum Service Level and Above sub-total	25 032	29 868	16 177	22 801
Sanitation/sewerage: (below minimum level)				100
Bucket toilet	0	0	0	C
Other toilet provisions (below min.service level)	0	0	0	0
No tollet provisions	0	475	C	C
Below Minimum Service Level sub-total	0	475	0	0
Total households	25 032	30 343	16 177	22 801
*Total number of households including informal settlements	nal settlements			

The 2011/12 data is based on Census 2011 and will serve as the baseline data from here onwards. The 2012/13 data has been extracted from the municipal financial system. The total for Flush toilets with septic tanks remains the same as no sewer projects was undertaken during the reporting year.

BELOW THE -SANITATION SERVICE DELIVERY LEVELS HOUSEHOLD MINIMUM 3.2.2

Households - Sanitation Service Delivery Levels below the minimum Households	nitation Service Hou	vice Delivery Levels Households	below the mini	шпш	
	2009/2010	2010/2011	2011/2012	2012/2013	_
Description	Actual	Actual	Actual	Actual	
	No.	No.	Ċ	No.	
Formal Settlements					_
Total households	25 032	29 868	16 177	100 00	_
Households below minimum				77 77	
service level	0	C	C	C	-
Proportion of households below			>		_
minimum service level	%0	%0	%0	80	
Informal Settlements				0/0	1
Total households	2916	3 689	4624	5003	-
Households below minimum			1	1600	
service level	0	475	C	c	******
Proportion of households below)		47 D.
minimum service level	%0	%0	%0	%0	

All households are being serviced with minimum level of services.

3.2.3 EMPLOYEES SANITATION SERVICES

	2000 / 100	Employees	Employees: Sanitation Services	es	
	71/1107		20	2012/13	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total
	No.	No.	No.	No.	%
0 - 3	46	56	27	2	702
4 - 6		7	٧	7-	14%
7 - 9	m	Ē	Ç		738%
10 - 12	0	0	0	0	700
13 - 15	0	0	0		%0
16 - 18	0	0	0		%0
19 - 20	0	0	0		%0
Total	49	49	43	9	12%

Ghapter 4

3.2.4 FINANCIAL PERFORMANCE -SANITATION SERVICES

Fin	Financial Performance 3: Sanitation Services	3: Sanitation Sen	ices		
					R'000
	Year -2011/12		Year 20	Year 2012/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Pudget		Budget
Total Operational Revenue	16 120	19 051	17 691	19130	%8
Expenditure:					
Етрючее	5 009	5 087	5 087	5 386	6%
Repairs and Maintenance	2 441	2 383	2 938	7 950	760
Other	12 497	9544	9 602	11 022	15%
Total Operational Expenditure	19 947	17 014	17 627	19358	10%
Net Operational Expenditure	3 826	(2 038)	(64)	228	-454%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget.	en the Actual and Ac	ijustment Budget by	the Adjustment Bu		

3.2.5 CAPITAL EXPENDITURE -SANITATION SERVICES

	Capital E	Capital Expenditure Sanitation Services			
				a)	R'000
			Year 2012-13		
Capital Projects	Budget	Adjustment Budget	Actual Expenditure	Variance Total Form original Value	Total Project Value
				budget	
Total All	23 122	24 629	21 097	%6-	
Fencing Sewerage Plant	_	150	126		150
Grabouw waste water treatment plant up	16 392	22 22	20 090	23%	22 225
Villiersdorp waste water treatment plant	5 130	293	237	-95%	293
Tesselaarsdal waste water package plant	1 200	1 200	87	-93%	1 200
Bereaville sewerage network	400	400	196	-51%	400
Greyton-Genadendal link sewer	_	361	361		361
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.	of the project o	n approval by co	uncil (including p	ast and future	

3.3 ELECTRICITY

Local Government plays a very important role in the provision of electricity. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services to communities in a sustainable Local Government plays a very important role in the provision of electricity. manner for economic and social support.

The electricity purchase and distribution functions of the municipality are administered as follows and include:

- The effective and efficient distribution and reticulation of energy in the following towns (Caledon, Genadendal, Tesselaarsdal, Botrivier Grabouw, Riviersonderend). Middleton reside within Eskom jurisdiction. Greyton and Villiersdorp,
 - Distribute electricity subject to the license conditions set by NERSA.

3.3.1 ELECTRICITY SERVICE DELIVERY LEVELS

Electricity	Electricity Service Delivery Levels Households	ivery Levels		
	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13
Description	Actual No.	Actual No.	Actual No.	Actual No.
Energy: (above minimum level)				
Electricity (at least min. service level)	2 552	2 159	1 174	800
Electricity - prepaid (min. service level)	2 697	3 101	4 864	5 562
Minimum Service Level and Above sub-total	5 249	5 260	6 038	6 362
Minimum Service Level and Above Percentage	100.0%	100.0%	100.0%	100.0%
Energy; (below minimum level)				
Electricity (< min.service level)				
Electricity - prepaid (< min. service level)				
Other energy sources				
Below Minimum Service Level sub- total	C			C
Below Minimum Service Level Percentage	0.0%	%0 0	780	2 80 0
Total number of households	5 249	5 260	6 038	6 362



It is not clear what the definition of minimum service level with respect to Electricity is. It is assumed that it is the 20 Amp connections as used by the Department of Energy in their allocation of funds for electrification. The first row is reflective of the total connections on conventional meters. The annual decrease is due to the replacement of conventional meters with prepayment meters.

The increase in total connections from 6038 to 6362 is due to additional connections made in Villiersdorp.

The municipality does not have connections below 20 Amp like Eskom.

The municipality is not in the position to provide statistics for the Eskom serviced areas as such data is not readily available. The data above is only reflective of the areas serviced by the municipality.

HOUSEHOLDS- ELECTRICITY SERVICE DELIVERY LEVELS BELOW MINIMOM 3.3.2

Households - Electricity Service Delivery Levels below the minimum	ce Delivery	Levels belo	w the minli	Ent
	Households			
	2009/10	2010/11	2011/12	2012/13
Description	Actual	Actual	Actual	Actual
	No.	Š	S	2
Formal Settlements				
Total households	5 249	5 260	6 038	6 362
Households below minimum service level	0	0	0	c
Proportion of households below minimum service level	5 249	5 260	6.038	6 362
Informal Settlements				7000
Total households	2916	3 689	4624	5097
Households below minimum service level		-		4653
Proportion of households below minimum service level	%0	%0	%0	918

As indicated above, data is only available for areas administered by the Municipality. With respect to municipal administered areas electricity is provided to the following number of shacks:

Villiersdorp – 364

Caledon - 80

Therefore one would assume it safe to subtract this total from the total number of informal households.

The total households in the informal settlements is representative of the entire municipal area

3.3.3 EMPLOYEES-ELECTRICITY SERVICES

		Employee	Employees: Electricity Services	Section	
	2011/12		20	2012/13	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	Č.	%
0 - 3	10	8	7		13%
4 - 6	1	2	2	0	%U
7-9	4	m	m	C	%0
10 - 12	2	4	E.		25%
13 - 15	1	1			%0
16 - 18	T	₽		C	%0
19 - 20	0	0	0		%0
Total	19	19	17	2	11%

FINANCIAL PERFORMANCE-ELECTRICITY SERVICES 3.3.4

Finan	icial Performanc	Financial Performance : Electricity Services	lices		
					R'000
	`2011/12		,2012/13	2/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget	7300 - 7722	Budget
Total Operational Revenue	55 733	67 020	65 500	61356	%9-
Expenditure:					
Employees	3 614	3 824	3 824	3 815	-0.25%
Repairs and Maintenance	1713	3 243	2 653	1340	-49%
Other	40 079	47 920	46 566	43 275	-7%
Total Operational Expenditure	45 406	54 987	53 043	48 429	%6-
Net Operational Expenditure	(10 327)	(12 033)	(12 457)	(12 927)	4%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	n the Actual and A	djustment Budget by	the Adjustment Bur	ılgef.	

CAPITAL EXPENDITURE -ELECTRICITY SERVICES 3.3.5

Cap	ital Expenditure	Capital Expenditure Year 0: Electricity Services	city Services		
					R' 000
			2012/2013		
Capital Projects	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project
			•		
Total All	8 510	11 517	7 889	%2-	
Upgrading Buitenat street	360	513	473	31%	513
Replacement Main Sub Villiersdorp	720	1 230	1306	81%	1 230
Replace meters with prepaid meters	3 000	2 7 1 2	1 009	%99-	2712
Relpace railway steel poles	80	215	201	151%	215
Electrification Goniwepark	4 000	3 490	2779	-31%	3 490
Upgrade Muller street RSE	l	322	321		322
Replace Network Sterling Kleintrou	350	350	325	%2-	350
Upgrading Streelights in TWK	ı	400	138		400
Install Streetlights Botrivier		599	492		599
Upgrading of main in take feeder	ı	863	1		863
Supply from Eskon sub Greyton	ı	396	396		3
Replace Minisub & switchgear SSB1	1	426	449		476
Total project value represents the estimated cost of the project on approval by council (including past	ated cost of the c	roject on approv	al by council (in	chiding pact	CZ.
and future expenditure as appropriate.				and Supple	

AND WEFUSE CLEANING INCLUBE: STREET 10 SECTION DISPOSAL, (THIS WASTE MANAGEMENT COLLECTIONS, 3.4

Theewaterskloof Municipality is committed to a system of waste management that will see the least possible amount of waste going to modern engineered landfills. This will be achieved through the use of education, law enforcement and material recovery and treatment plants. New and emerging technologies, where applicable and affordable, will also play a part in overall waste management.

The analysis of the current waste management system has shown the following:

- all formal residential erven are receiving a weekly door-to-door waste collection service
- area is disposed at the Municipality's all collected municipal waste in the Riviersonderend service unlicensed waste disposal site in Riviersonderend
 - collected municipal waste in the Genadendal and Greyton service areas are municipality's unlicensed Genadendal and Greyton waste disposal sites
- all collected waste in Caledon, Tesselaarsdal and Botrivier are disposed at the municipality's Licensed Caledon landfill
- all collected waste in Grabouw, Villiersdorp as well as the waste from the Public Drop-off in Botrivier are disposed at the regional engineered and licensed waste disposal site at Karwyderskraal

- waste recovery is not currently done
- waste avoidance is not currently addressed
- only the Caledon landfill is currently externally audited for permit compliance
 - the Villiersdorp landfill has been closed, but not yet rehabilitated
- New by-laws on waste management does not exist for Theewaterskloof

Refuse collection from all households is currently sufficient except for farms. Lack of public awareness and education of the gravity of the problem of sustainable waste management has a significant impact on the effectiveness of the management of waste. External service provider is used to collect waste from Grabouw, Villiersdorp, Botrivier and Tesselaarsdal and delivered to Caledon Landfill. All other dumping of waste is done internally.

Genadendal/Greyton Area and Riviersonderend and do extensive maintenance on our existing facilities. Caledon Landfill needs a Leachate Dam as well as an internal stormwater runoff channel.

Monitoring on our solid waste facilities have improved. All solid waste facilities needs to be licensed by 2016 or at least 80% thereof.

SOLID WASTE- SERVICE DELIVERY LEVELS 3,4.1

Solid Was	Solid Waste Service Delivery Levels	very Levels		
				Households
Description	2009/2010	2010/2011	2011/2012	2012/2013
	Actual	Actual	Actual	Actual
	No.	No.	No	Z
Solid Waste Removal: (Minimum				
level)	-			
Removed at least once a week	37 385	25 033	20 862	26 669
Minimum Service Level and Above sub- total	37 385	25 033	20 862	26 669
Minimum Service Level and Above				
percentage	100.0%	100.0%	100.0%	100.0%
Solid Waste Removal: (Below				
minimum level)				
Removed less frequently than once a				
week	0	0	0	0
Using communal refuse dump	0	0	0	0
Using own refuse dump	0	0	O	0
Other rubbish disposal	C	0		
No rubbish disposal	0	0	0	0 0
Below Minimum Service Level sub-total	0	0	0	0
Below Minimum Service Level	ò	Č		
heireniade	0.0%	0.0%	0.0%	%0.0
Total number of households	19 196	25 033	20 862	26 669

All households receive minimum services.

HOUSEHOLDS- SOLID WASTE SERVICE DELIVERY LEVELS 3.4.2

Households - Solid Waste Service Delivery Levels below the minimum	ce Delivery Leve	is below the n	ninimum	
				Households
Description	2009/2010	2010/2011	2011/2012	2012/2013
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
Formal Settlements				
Total households	37385	25033	20862	26660
Households below minimum	0	0	0	0
Pronortion of households helow	700	700		
	8	%n	%0	%0
Informal Settlements				
Total households	2916	3 689	4624	5007
Households ts below minimum service level	0	0	0	0
Proportion of households ts below minimum service level	%0	%0	%0	%0

3.4.3 EMPLOYEES-SOLID WASTE SERVICES

2011/2012 Employees Posts Employees Vacancies (fulltime equivalents) Vacancies (as a equivalents) 0 - 3 No. No. No. No. % of total posts) 4 - 6 No. 19 19 % of total posts) % of total posts) 7 - 9 6 6 6 % of total posts) % of total posts) 10 - 12 0 0 0 0 0 11 - 12 0 0 0 0 0 15 - 15 0 0 0 0 0 16 - 18 0 0 0 0 0 19 - 20 0 0 0 0 0 0 10 - 21 0 0 0 0 0 0 0 15 - 20 0 0 0 0 0 0 0 0 15 - 20 0 0 0 0 0 0 0 0 0 <td< th=""><th></th><th></th><th>Employees: Solid</th><th>Employees: Solid Waste Management Services</th><th>Services</th><th></th></td<>			Employees: Solid	Employees: Solid Waste Management Services	Services	
Employees Posts Employees Vacancies (fulltime vacancies (a equivalents) Vacancies (a equivalents)		2011/2012		201	2/2013	
No. No. <th>Job Level</th> <th>Employees</th> <th>Posts</th> <th></th> <th>Vacancies (fulltime equivalents)</th> <th>Vacancies (as a % of total posts)</th>	Job Level	Employees	Posts		Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
4 4 4 4 4 0 6 6 6 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 29 29 29 0 0		No.	No.	No.	, ox	%
6 6 6 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 29 29 29	0-3	19	19	19		
6 6 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 29 29 0	4 - 6	4	4	4		700
0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 29 29 29 0	7 - 9	9	9	9	0	20 00
0 0 0 0 0 0 0 0 0 0 29 29 29 0	10 - 12	0	0	0	P C	%0
0 0 0 0 0 0 0 0 29 29 29 0	13 - 15	0	0	C		780
29 29 29 0	16 - 18	0	0	C		760
29 29 29 0	19 - 20	0	0	0		80
	Total	29	29	29	0	%0

EMPLOYEES- WASTE DISPOSAL AND OTHER SERVICES

	Year -1			Year 0	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	Š.	Š	%
0 - 3	55	55	53	2	4%
4 - 6	7	7	7	0	%0
7-9	9	9	9	0	%0
10 - 12	0	0	0	0	%0
13 - 15	0	0	0	0	%0
16 - 18	0	0	0	0	%0
19 - 20	0	0	0	0	%0
Total	89	89	99	2	3%

3.4.5 FINANCIAL PERFORMANCE-SOLID WASTE SERVICES

Financial P	Financial Performance : Solid Waste Management Services	Waste Manageme	nt Services		
					R'000
	Year -2011-12		Year 2012-13	112-13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	18 706	21 160	20 910	20 855	-0.26%
Expenditure:					
Employees	8 742	9 332	9 332	9378	0.50%
Repairs and Maintenance	928	1167	1285	1148	-11%
Other	13 765	8 673	8 832	11719	33%
Total Operational Expenditure	23 465	19 172	19 449	22 246	14%
Net Operational Expenditure	4 759	(1 988)	(1 461)	1391	-195%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and Ac	djustment Budget by	the Adjustment Bu		

3.4.6 CAPITAL EXPENDITURE -SOLID WASTE SERVICES

	Capit	Capital Expenditure 2012-13: Waste Management Services	2012-13: Services	(0)	
			2012/13		K. 000
Capital Projects	Budget	Adjustment Budget	Actual Expenditure	Variance from original	Total Project Value
Total All	0	365	0	%0	
Colid Marth Dans Off					
Solid Maste Diop Oil	0	365	0	%0	513

3.5 HOUSING

property economy. In times of economic slowdown, public sector spending becomes important. Given that the World over economies will require some four years plus to fully recover from the global economic down turn, the Theewaterskloof Municipality has endeavor to converge its housing delivery programme with economic The Housing Department is familiar of the contribution of large-scale housing delivery on the Overberg Regions recovery objectives. The Theewaterskloof Municipality Housing Department has received a housing implementation budget of R 30, 762 million for the 2012/ 2013 financial year. A total of R 33,396 million was spent on housing implementation.

To address the housing need in the Theewaterskloof area, a comprehensive housing strategy was adopted and implemented by council

BASIC HOUSEHOLDS WITH ACCESS TO OF PERCENTAGE HOUSING 3.5.1

The table below indicates the summary of houses built an also reveals the losing battle faced by the municipality in providing housing as the waiting list continues to increase.

Year end	Number of Housing Applications on Waiting list	Number of Houses built	Number of serviced sites
2008/09		242	242
2009/10		307	307
2010/11	9306	297	297
2011/12	10327	176	237
2012/13	13681	180	694

3.5.2 EMPLOYEES: HOUSING SERVICES

		mployees: 1	Employees: Housing Services	S	
	Year -1		Year	Year 2012/13	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
0 - 3	ON	O	No.	O	%
4 - 6					
7-9	2	4	4	9	%0
10 - 12	Ø	89	60	ə	%0
13 - 15	런	1	#	0	%0
16 - 18					
19 - 20	0				
Total	6	13	13	0	%0

FINANCIAL PERFORMANCE: HOUSING SERVICES 3.5.3

	Financial Performance: Housing Services	ce: Housing Servic	es		
					R'000
	Year -2011-12		Year 2012-13	112-13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	(280)	(477)	(477)	(795)	%/9
Expenditure:					
Employees	2 924	3175	3175	3 154	-1%
Repairs and Maintenance	1	3	9	4	-28%
Offier	942	2 136	2 149	327	-85%
Total Operational Expenditure	3 287	5314	5 330	3 485	-35%
Net Operational Expenditure	3 867	5 791	5 807	4 280	-26%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget b	y the Adjustment Bu		

CAPITAL EXPENDITURE: HOUSING SERVICES 3.5.4

Cap	Capital Expenditure Year 2012-13: Housing Services	e Year 2012-13:	Housing Servi	ses	
					R' 000
			Year 2012-13		
	Budget	Adjustment	Actual	Variance from	Total Project
Capital Projects		Budget	Expenditure	original budget	Value
Total All	23 682	25 167	33 113	40%	
Low Cost Housing in					
Theewaterskloof	23 682	25 167	33 113	40%	25 167
Total project value represents the estimated cost of the project on approval by council (including	estimated cost o	If the project on a	approval by cour	cil (includina	
past and future expenditure as appropriate.	propriate.				

FREE BASIC SERVICES AND INDIGENT SUPPORT 3.6

The following table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than twice the old age pension grant will receive the free basic services as prescribed by national policy.

The municipality provides the following Free Basic Services to indigent households:

Water: 6kl (all households)

Electricity: 70kwh

Weekly refuse Removal

Free Sanitation

The table below indicates the number of households that have access to free basic services:

			Free Bas	ic Services	Free Basic Services To Low Income Households	ome House	splote			
					Number of households	ouseholds				
				Hou	Households earning less than R 2,560 month	ing less than	R 2,560 mo	nth		
	Total		Free Bas	Free Basic Water	Free Basic Sanitation	Sanitation	Free Basic Electricity	Electricity	Free Basic Refuse	Refuse
		Total	Access	%	Access	%	Access	\ 8	Accore	8
2010/2010		865.73B	The safe	%P2	2007.3	220/	1			2
				3	2010	e 25	1032	0%0	2638	848
Z012	2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J. 2011 J	16676	2466	33%	3173	19%	5327	32%	CAKE	330
2002	miz/zmis	23572	6011	28%	5,862	27%	2070	10%	6024	28%
										TOBO

not provide Electricity in all 8 towns - Eskom is the service provider in Grabouw, Genadendal, Botriver and Tesselaarsdal. Theewaterskloof Municipality does

FREE BASIC SERVICES DELIVERY FINANCIAL PERFORMANCE: 3.6.1

Financial Performance 2012/13: Cost to Munisipality of free Basic Services Delivered	012/13: Cost to Mt	unisipality of free E	Basic Services Dell	ivered	
					R'000
Services Delivered	2011/2012		Year 2012-13	112-13	
	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Water	1 472	3115	2115	300.0	7880
Waste Water (Sanitation)	3,004	7 032	CTT	2 233	7000
Electricity	2000	1004	4 332	3 238	0,07-
Waste Management (Collet Minite)	7 242	7517	7517	2 942	34%
rease management (Solid Waste)	2 806	6 247	6 247	4 730	-24%
Total Operational Expenditure	9 625	16 491	16 491	12 505	1897
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	diustment Budget by	the Adjustment Bu		0.01

COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (stormwater drainage).

The Municipality has the mandate from Government to perform all relevant services regarding roads and storm water in those areas included within the boundaries of the WCO31 area in terms of Schedule 4B and 5B, i.e. "Municipal Public Transport; Storm water Management Systems in built-up areas". Apart from various National and Provincial legislation and White and Green Papers this division is also responsible to execute all Council resolutions, policies and delegated powers by council. Roads outside the town areas are still the responsibility of

.7 ROADS

gravel to Various Roads were assessed and prioritized for upgrading. Numerous roads were upgraded from block paving with the installation of storm water networks. Existing tar roads that were deterlorated replaced with block paving. Approximately 2km of roads including intersections, were upgraded.

3.7.1 GRAVEL ROAD INFRASTRUCTURE

		Gravel Road Infrastructure	structure	
	Total gravel	New gravel roads	Gravel roads	Kilometres
1	roads	constructed	upgraded to tar	graded/maintained
2010/2011	96	0	0	96.4
2011/2012	98.80		0.80	0.86
2012/2013	100.80	2.00	1500m	100.8

100% of roads are maintained annually.

3.7.2 TARRED AND BLOCK PAVING ROAD INFRASTRUCTURE

COST OF CONSTRUCTION MAINTENANCE 3.7.3

		Cost o	Cost of Construction/Maintenance	intenance		
		Gravel			Tar	K. 000
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
2010/2011	0	200	591	0	11500	1379
2011/2012	0	20	4600	0	0	3000
2012/2013	2	0	230	0	0	2785

3.7.4 EMPLOYEES: ROAD SERVICES

		Ē	Employees: Road Services	Services	
	2011/2012			2012/2013	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
0 - 3	74		NO.	, O	%
4 - 6	EZ.	7	20	, ve	0%0
7 - 9	i di	Î.		* 0	0,00
10 - 12					0%0
13 - 15					
16 - 18					
19 - 20					
Total	102	102	47	ш	

FINANCIAL PERFORMANCE: ROAD SERVICES 3.7.5

FIN	ancial Performar	Financial Performance: Road Transport	ort		
					R'000
	`2011/12		,201	2012/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	1 622	5 440	4 773	2514	-47%
Expenditure:					
Employees	8 540	16 786	13 138	8 961	7000
Repairs and Maintenance	2.757	5.081	7 766	5 25A	0/76-
Other	7 881	7117	7 400	#225 0 050	80
Total Operational Expenditure	21 822	28 984	75.812	37.165	24%
Net Operational Expenditure	20 200	23 544	21 040	71 651	90
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget.	en the Actual and A	djustment Budget by	the Adjustment Bu		0,0
			·		

CAPITAL EXPENDITURE: ROAD SERVICES 3.7.6

B	Capital Expenditure : Road Services	: Road Services			, se
Capital Projects			2012/2013		N 000
	Budget	Adjustment Budget	Actual	Variance from	Total Project
				P P P P P P P P P P P P P P P P P P P	A did
Total All	5373	9351	8 571	%09	
Sidewalk from low cost housing to School	ı	100	93		100
Tar of sidewalks in CBD Bergsig and Vleiview	20	50	49	-2%	
Sidewalk Berg Avenue		200	199		2
Santa pedestrian access	_	200	199		200
Paving half bricks Bloukraan road	30	30	26	-15%	30
Roads Upgrade: Akasia Street	416	416	419	1%	416
Roads Upgrade: Jakaranda Street	416	416	406	-2%	416
Old Cape Way	ı	300	283		300
Upgrading Roads		3 3 2 8	2 896		3 3 2 8
Road Upgrade: Protea Street in Dennekruin	3 280	1970	1 729	-47%	1970
Sidewalk from CBD to Low cost housing	1	200	197		200
Upgrade sidewalks at De Villiers Graaf school	80	80	78	-3%	80
Roads Upgrade: Extension 11, Street No 8	420	420	429	2%	420
Sidewalk in Disa, Muller & De Kock Street	I	200	188		200
Upgrading of sidewalks in Alpha Street	125	125	123	-5%	125
Roads Upgrade: Thorpe Street	557	557	555	%0	557
Roads Upgrade: Van Schalkwyk Street	ł	403	401		403
Sidewalk Main Road CBD to Heuwelkroon	1	100	87		100
Sidewalk from Glebeland to schools	ı	200	162		200
Upgrading of Streets & Stormwater	1	27	51		57
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate.	the project on appro	val by council (ir	ncluding past an	d future	



BUS PUBLIC 8 LICENSING VEHICLE (INCLUDING TRANSPORT OPERATION)

Theewaterskloof Municipality has no subsidized public transport services hence; this transport is provided by privately owned/operated minibus taxis. A number of school bus contracts are in operation in the jurisdiction. With respect to non-motorized transport, there is generally little provision for pedestrian and bicycle travel in the municipal area other than the conventional sidewalks in the central business districts. These sidewalks are however in a poor condition due to limited resources. There are no facilities on rural roads for non-motorized

Various sidewalks were constructed and upgraded in the Various Towns. This project was initiated via the Integrated Transport Plan as part of bettering our Public Transportation system.

9 WASTE WATER (STORMWATER DRAINAGE)

Storm water maintenance is done by the Operations department. Maintenance on stormwater is done in the warmer months to prevent damage during the rainy seasons. No upgrading was done.

3.9.1 STORMWATER INFRASTRUCTURE

		Stormwater Infrastructure	ucture	
				Kilometres
	Total Stormwater measures	New stormwater measures	Stormwater measures	Stormwater measures
2010/2011	30	2.0	0.1	
2011/2012	32	0	0	01
2012/2013	32	0	0	10

COST OF CONSTRUCTION/MAINTENACE 3.9.2

	Cost of C	Cost of Construction/Maintenance	
		Stormwater Measures	
	New	Upgraded	Maintained
2010/2011	100	0	104
2011/2012	0	350	
2012/2013	0		

3.9.3 EMPLOYEES: STORMWATER SERVICES

		Vacancies (as a % of total posts)	%	%0	%0	%0	%0	%0	%0	%0	%0
ter Services	Year 2012/13	Vacancies (fulltime equivalents)	No.	0	0	0	0	0	0	0	0
Employees: Stormwater Services		Employees	No.	55	6	0	3	0	0	0	29
Emplo		Posts	No.	55	6	0	m	0	0	0	29
	Year - 2011/12	Employees	No.	55	6	0	ю	0	0	0	67
		Job Level		0 - 3	4 - 6	7 - 9	10 - 12	13 - 15	16 - 18	19 - 20	Total

FINANCIAL PERFROMANCE: STORMWATER SERVICES 3.9.4

Financ	cial Performance	Financial Performance: Stormwater Services	vices		
					R'000
	`2011/12		2012/13	;/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	1 622	5 440	4 773	2 514	-47%
Expenditure:					
Employees	8 540	16 786	13 138	8 961	-32%
Repairs and Maintenance	2.757	5 081	5 266	5 254	-0.22%
Other	7 881	7117	7 409	9 950	34%
Total Operational Expenditure	21 822	28 984	25 813	24 165	%9-
Net Operational Expenditure	20 200	23 544	21 040	21 651	3%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and /	Adjustment Budget by	the Adjustment Bu	rdgef .	



COMPONENT C: PLANNING AND DEVELOPMENT

This component includes: planning; and local economic development.

While the Municipality remains committed to strengthening its economy limited infrastructure capacity, limited land holdings and a lack of finances mean that the state's ability to drive economic growth are limited. As such the key focus for economic growth needs to be partnerships with the private sector and investors. The municipality has performed well in terms of the LED maturity assessments and existing investors all speak highly of the municipal staff.

Yet red tape remains a key barrier to investors.

The establishment of the development support team is an attempt to address this barrier.

Its success will depend on the new turnaround time for development applications and related investment

contracting is hugely challenging. Further the number of young people dropping out of schools between the ages of 14 and 17 reducing young people's chances of finding employment even further. In most instances those who do drop out of schooling lacked foundational phase education. Theewaterskloof have leveraged national programmes, Narysec, EPWP and CWP along with provincial programmes, Skill to Work and PAY to provide support for young people to secure employment. To sustainability address the unemployment crisis Addressing unemployment in the context of global, national and regional economies whose labour demands are interventions need to start with ECD and schooling interventions.

3.10 PLANNING

Section 156(1) of the Constitution of the Republic of South Africa, Act 108 of 1996, confers on municipalities the executive authority and the right to administer municipal planning. Section 156(2) of the Constitution empowers municipalities to make and administer by-laws for the effective administration of municipal planning.

support local government in its province and to promote the development of local government capacity to Section 155(6) of the Constitution charges each provincial government with the responsibility inter alia enable municipalities to perform their functions and manage their own affairs.

The following challenges are experienced:

- The Constitution empowered municipalities to adopt by-laws for local government matters over which Land use control in the municipal sphere was undertaken in terms of the Land Use Planning Ordinance. they have executive authority (e.g. municipal planning). ÷
- The fact that municipalities were consolidated in the year 2000 and that several formerly independent municipalities were amalgamated into one "new" entity necessitated the compilation regulations, or, as they are now called, "by-laws". ď

- Villiersdorp, Grabouw, Riviersonderend and Greyton, as well as the hamlets formerly served by the Theewaterskloof Municipality comprises the rural areas and the former municipalities of Caledon, Overberg District Council (i.e. Middleton, Genadendal and Tesselaarsdal) ĸ,
 - There were basically three systems in place. Villiersdorp and Grabouw had their own Section 7 zoning schemes and most of the other places fell under the general Section 8 scheme (Sections 7 and 8 refer to sections of the Land Use Planning Ordinance).

For the sake of effective administration and to prevent confusion it became imperative that all legislation and applicable guide lines be combined to be more effective for the entire area of TWK

The following service Delivery priorities were embarked upon during the 2012/13 financial year:

Regulations Coning S	When municipalities were consolidated in the year 2000, several formerly independent municipalities were amalgamated into one entity. This necessitated the compilation of new regulations. Previously, there were three scheme in place, Villiersdorp and Grabouw used the Section 7 Zoning Scheme and the other towns used the Section 8 Zoning Scheme. For the sake of effective administration and to prevent confusion, these schemes had to be combined into a single integrated zoning scheme.
	The approved Integrated Zoning Scheme was published in Provincial Government Gazette 6875 of 13 May 2011,
Zoning Maps	In order to further the implementation of the new TWK Integrated Zoning Scheme Regulations, zoning maps had to be compiled and updated.
	A Service Provider (Rumboll and Partners) was appointed. A draft has been submitted on Tuesday 20 April 2013.
SDF	Approved by Council together with the 2013/14 IDP and Budget
Overlay Zones	A Service Provider (Willem de Kock Town Planners and Property Valuers) was appointed to prepare the overlay zones for Greyton and Tesselaarsdal.
	The objective of the Overlay Zone is to provide for special or unique development factors pertaining specific areas in the municipal area.
Botrivier Precinct Plan	TWK Planning Department submitted three proposals to the Department of Rural Affairs and Land Development for consideration. The Botrivier Precinct Plan was accepted as a viable project to fund.
	A Service Provider (Rumboll and Partners), was appointed by Rural Development
Policies and Bylaws	The following Policies & By-laws were approved:
	Street and public place naming and street numbering Policy House Tavern Policy
	Container Policy Signage Policy
	Liquor Trading Days and Hours By-Laws – promulgated in Provincial Gazette 02 August 2013
Development proposals	The following Development Proposals were attended to:

Caledon Mail Wind farms	All cadastral maps with regards to consolidations, subdivisions, land owners details, etc. is updated on a monthly basis.	All cases submitted by the GIS section to the Municipal Demarcation Board for outer boundaries changes (mostly technical alignments) was advertised in the Government Gazette of 8 August 2013 No 36732 General Notice 805 of 2013 for written objection within 30 days of publication date. The inclusion of the Houw Hoek area is a big positive to the municipality with respect to its Financial Sustainability.	Planning Management and Building ment System
	GIS		Town Pl. System Manageme

3.10.1 APPLICATIONS FOR LAND USE DEVELOPMENT

Applications for Land Use Development	Land Use Dev	elopment		
Detail	Rezo	Rezoning	Built Environment	ironment
	2011/12	2011/12 2012/13	2011/12 2012/13	2012/13
Planning application received	15	10	403	408
Determination made in year of receipt				
Determination made in following year				
Applications withdrawn	0	0	0	i
Applications outstanding at year end	0	0	118	70

3.10,2 EMPLOYEES: PLANNING SERVICES

Job Year -1 Year 0 Employees Femployees Femployees Vacancies (as a of total cultime o	Employee	Employees: Planning Services	es			
Employees Posts Employees Vacancies No. No. No. No. 0 0 0 0 2 2 2 0 4 4 2 2 5 2 2 0 8 0 0 0 9 0 0 0 8 8 6 2 8 6 2 0	Job	Year -1	Year 0			
No. No. No. No. 0 0 0 0 2 2 2 0 4 4 2 2 5 2 2 2 8 0 0 0 0 0 0 0 8 8 6 2		Employees	Posts	Employees	Vacancies (fulltime	Vacancies (as a % of total
0 0 0 0 0 0 0 0 2 2 2 0 2 4 4 2 2 5 2 2 2 0 8 0 0 0 0 0 0 0 0 0 8 8 6 2		No.	No.	No.	No.	% %
0 0 0 2 2 2 2 4 2 5 2 2 8 0 0 0 0 0 8 8 6	0 - 3	0	0	0	0	%0
2 2 2 0 2 4 2 2 5 2 2 2 8 0 0 0 0 0 0 0 8 8 6 2	4 - 6	0	0	0	0	%0
12 4 4 2 2 15 2 2 0 18 0 0 0 20 0 0 0 20 0 0 0 8 8 6 2	2-9	2	2	2	0	%0
15 2 2 0 18 0 0 0 20 0 0 0 20 0 0 0 8 8 6 2	10 - 12	4	4	2	2	50%
18 0 0 0 20 0 0 0 8 8 6 2	13 - 15	. 2	2	2	0	%0
20 0 0 0 8 8 6 2	16 - 18	0	0	0	0	%0
8 6 2	19 - 20	0	0	0	0	%0
	Total	8	8	9	2	25%

PLANNING SERVICES 3.10.3 FINANCIAL PERFORMANCE:

Fin	ancial Performanc	Financial Performance : Planning Services	88		
					R'000
	2011/2012		2012/2013	2013	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	(432)	(066)	(370)	(441)	19%
Expenditure:					
Employees	7 209	7 547	7 547	7 7 94	3%
Repairs and Maintenance	9	8	00	4	44%
Other	1 946	2 785	4 201	3 060	-27%
Total Operational Expenditure	9 162	10 339	11756	10 859	%8-
Net Operational Expenditure	9 594	11 329	12 126	11 300	%2-
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget b	the Adjustment Bu		

3.10.4 CAPITAL EXPENDITURE: PLANNING SERVICES

	Capital Ex	Capital Expenditure Year 2012-13 Planning Services	r 2012-13		
					R'000
			Year 2012-13		
Capital Projects	Budget	Adjustment	Actual	Variance	Total Project
		Budget	Expenditure	Form original	Value
Total All	2 500	8 550	4 445	78%	
Environmental Impact					
Studies					
Development Port Erf 595,					
Greyton					
Land to be developed for					
light industrial purposes					
Caledon	9	250	j		250
Extention 12 (Land Surveyor,					
Town Planner, Civil Eng					
Planning)	i	1 500	1 040		1 500
Servicing of 4 industrial					
erven 2766, 2767, 2770 and					
2771, Grabouw	ı	400	147		400
Thusong Multi Purpose Centr	2 500	6 400	3 258	30%	6 400
Total project value represents the estimated cost of the project on approval by council (including	estimated cost o	f the project on	approval by cour	icil (including	
past and future expenditure as appropriate.	propriate.				
]



AND LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM MARKET PLACES) ##

Theewaterskloof economy has grown in both nominal and real terms in the last ten years. However this growth has been small and has been at a slower rate than the population growth. Per capita income has consequently declined. Diminished household income inevitably leads to a decline in the collection of municipal rates and service fees. The result has been, and will continue to be, a negative outcome for Municipal revenue, and local businesses will suffer from less purchasing power.

contributed to this poor performance. While the agricultural sector in Theewaterskloof has performed better than the national sector (between 1 and 2 % better), it has still grown below national GDP growth. This more robust performance has occurred despite the slump in the forestry, pome, grain and wine markets globally. This is testament to the business skill and entrepreneurial acumen in the area. accounts for around half of the economic activity in the region. Nationally, the sector has been growing at around 3% below annual GDP growth. Global competition, climate change and the rising costs of inputs have all performance of the agricultural sector, Much of the low rate of growth can be attributed to the poor

the downstream activities. Consequently, the number of unemployed people has grown. Agriculture is likely to continue to shed jobs with estimates of a possible further 3 000 jobs lost in the sector over the next ten years. Alternative growth sectors (construction, tourism and agro-processing) are all significantly smaller employers and are likely to replace only about a third of the jobs lost in agriculture. Unemployment is therefore likely to keep growing, reaching 44% of the working age population by 2030. The current dependency ratio is also likely However, this skill has not been adequate to save many of the agricultural sector jobs in the region or jobs in keep growing, reaching 44% of the to increase peaking at 4.32 in 2030,

and farmed in the area for generations, and the large pool of unskilled migrants from the Eastern Cape who flock into the area in search of work and a better life. This has impacted on the social fabric of the region. Drug levels of inequality in the area are high with a big divide between farmers, most of who have lived abuse has increased and is likely to continue to increase along with crime and social tensions.

for how business impacts on the environment will result in an increase in carbon emissions from the current estimates of around 825 000 tCO2 to 2.8 million tCO2 by 2030. This will lead to the ultimate destruction of one of the region's greatest assets – the quality of its natural environment. disregard Continued How business is executed is also important. The region already has a high carbon footprint.

positive. It has significant comparative advantages – its natural endowments, its population growth and the consequent potential cexpand its local rates base, its proximity to Cape Town, its relative political stability, and its strong base of local organisations and social capital. The key is using these comparative advantages optimally, and, where possible, turning them into competitive advantages. Given the dominance of agriculture and the sector's limited expansion potential, a multi-pronged strategy that both diversifies and stimulates the sectors, the assessment of Theewaterskloof's economic potential is Despite the sluggish performance of many ocal economy is needed.

3.11.1 HIGHLIGHTS AND CHALLENGES: LED & TOURISM

11011011011			
S I WOTTEN I A	DESCRIPTION	CHALLENGES	ACTIONS TO ADDRESS
			CHALLENGES
SA Host Training: Trained	Improve the service	Monitoring changes of	Opinion surveys
30 first level of entry	standards of	behavior and	-
personnel in tourism	establishments and	improvement in	
etiquette	change staff attitudes	services	
	towards visitors		
Caledon Country Fair:	Developed funding	Diverse groupings	Finding a common
Leveraged funding for an	proposals for the event	participating the in	ground and managing
annual event in Caledon	support and coordination	event with competing	expectations
		objectives	

New Mountain biking Routes established in caledon: Build, signpost and Routes established in caledon: Built 25km of single track in Caledon Single tra	CHALLENGES nd Maintaining of the routes and creating safe environment for cyclists on those routes. lizes Managing opinions and leads in expectations of towards stakeholders	S of the reating	ACTIONS TO ADDRESS
		of the reating	CHALLENGES
		reating	Increased collaboration
		ment for	with low enforcement
		ose	
		inions and	Managed expectations
		of	
brief overview of th from an investment	resents a		
from an investment	the area	-	
	ent angle		
Business Directories: Published 4 directories	tories Securing funding	ding	Persevere with funding
Developed series of Small covering all towns of TWK.	s of TWK.		applications
business directories per			
town to stimulate local			
procurement and SMME			
Green Forum: Fetablishing around Green Tailistica	sector Maintaining momentum	nomentum	Champion the drive
	COALIDA		rurougn private sector
being awarded a 110%			
Flagship by the Premier			
***	ractice Maintaining momentum	nomentum	Champion the drive
	and drive		through private sector
present at the National development			
Tourism Conference in			
Johannesburg			
ä	luation of Maintaining status quo	tatus quo	Retained commitment
E	Maturity		to LED
Cape in terms of LED In a municipality.	<u> </u>		
Maturity.			

LED Maturity Assessment - is done by independent body backed by SALGA and DEDAT and measures municipality's performance in terms of LED.

In 2012 - Thewaterskloof took first place in the LED Maturity

In 2013 - Theewaterskloof was first amongst the local municipalities and 2"d in the Province after the Metro (CT)

3.11.2 ECONOMIC ACTIVITY BY SECTOR

Economic Ac	Economic Activity by Sector		
Sector	2010/2011	2011/2012	2012/2013
Agric, forestry and fishing	67.50%	%29	66.36
Mining and quarrying	18%	17%	16.86
Manufacturing	34%	36%	38.41%
Wholesale and retail trade	25%	25%	25.75%
Finance, property, etc.	41%	47%	52.17%
Govt, community and social services	75%	30%	31.98%
Infrastructure services	28%	31%	34.10%
Total	2.422	2.5239	85.0441

3.11.3 ECONOMIC EMPLOYMENT BY SECTOR

Economic Employment by Sector	nent by Sector		
	700	Jobs	
Sector	2010/2011	2011/2012	2012/2013
	No.	¥0.	No.
Agriculture and hunting employment	14178	13945	13623.00
Public sector	2620	2967	3150.00
Retail	2456	2589	2915.00
Construction	1931	2180	2334.00
Education	1480	1578	1728.00
Motor vehicles sales and repairs	962	1345	1760.00
Wholesale and commission traders	989	978	1143.00
lotai	24313	25582	26653

Data source- Quantec and MERO report for 2012/13

3.11.4 JOBS CREATED BY LED INITIATIVES

Total Jobs				
created / Top 3 initiatives	Jobs	Jobs lost/displaced by other initiatives	Jobs Jobs Net total jobs Method of validatives	Method of validating jobs created/lost
	No.	No.	No.	
Total (all initiatives)				
				136- tourism sector jobs created through new enterprise
				establishment in the sector validated through new positions
				filled at those establishments. 1200-CWP program established in
2010/2011	1336	0	1336	Grabouw- validated through monthly wage Bill reports
				Work opportunities created
				through community works program validated through monthly wage
2011/2012	1078	0	1078	Bill reports
Tourism Sector	000	•		Number of jobs created and
(6107/2107)	170		178	confirmed by the private sector
CWP (2012/2013)	109		109	Monthly reports

3.11.5 JOBS CREATED THOUGH EPWP PROJECTS

Details EPWP Projects Jobs created through EPWP projects 2010/2011 No. No. 2011/2012 17 No. 2012/2013 15 1		Job creation through EPWP* projects	* projects
No. No. 17 15 15 13	Details	EPWP Projects	Jobs created through EPWP projects
17 15 13		No.	No.
15 13	010/2011	17	107
	011/2012	15	66
	012/2013	13	68

3.11.6 EMPLOYEES: LED

Employe	Employees: Local Economic Development Services	Development Ser	vices		
Job	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime	Vacancies (as a % of total
	No.	No.	No.	No.	%
£ - 0	0	0	0	0	%0
4 - 6	0	0	0	0	%0
6 - 2	0	0	0	0	%0
10 - 12	1	1	1	0	%0
13 - 15	1	1	Ŧ	0	%0
16 - 18	0	0	0	0	%0
19 - 20	0	0	0	0	%0
QL.					

3.11.7 FINANCIAL PERFORMANCE: LED

Financial Perfo	mance : Local	Financial Performance: Local Economic Development Services	ment Services		
					R'000
	2011/12		2012/13	/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	557	1	1 400	534	-62%
Expenditure:					
Employees	1472	748	748	692	3%
Repairs and Maintenance	6	4	4	4	3%
Other	2 161	683	2 092	1095	.48%
Total Operational Expenditure	3 636	1 435	2844	1 868	-34%
Net Operational Expenditure	3 080	1 435	1 444		%8-
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget by	the Adjustment Bux	١.	

3.11.8 CAPITAL EXPENDITURE: LED

Capital	Capital Expenditure: Local Economic Development	Local Economi	c Developme	t	
					R'000
			Year 2012-13		
Capital Projects	Budget	Adjustment	Actual	Actual Variance	Total Project
				budget	2010 A
Total All	2 500	6 400	3 258	30%	
Thusong Multi Purpose Centre	2 500	6 400	3 258	30%	6 400
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate	ated cost of the p	roject on approv	al by council (inc	luding past	
ביים יחיים כילה פייחיים כי מס מלקו סלייומים:					

COMPONENT D: COMMUNITY & SOCIAL SERVICES

COMMUNITY GALLERIES; MUSEUMS; ZOOS, ETC) 3.12 LIBRARIES; ARCHIEVES; FACILITIES; OTHER (THEATRES,

3.12.1 LIBRARY: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

	HIGHLIGHTS
•	Visit by Dr Ivan Meyer (MEC: Sport and Recreation to Caledon library.
•	Madiba Day
•	Soup day with senior citizens.
•	Installation of computers/ internet for public use.
•	Implementation of the SLIMS library system
	CHALLENGES
•	Provide library service to Tesselaarsdal community.

Library members		2012/13
	12 463	8427
Books circulated	196133	166344
Exhibitions held	75	16
Internet users		
New Library service points or Wheelie Wagons	Na	na-
Children Programs	199	226
Visits by school groups	64	20
Book group meetings for adults	22	30
Primary and secondary book education sessions	13	22

3.12, 2 EMPLOYEES: LIBRARY SERVICE

	Employees:	Libraries; Archive	ss; Museums; Gallerie	Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other	; Other
	Year -1		Year	Year 2012/13	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	ČŽ	š
0 - 3	0	0	0		%O
4 - 6	4	22	21		70%
7 - 9	22	9	100	4 6	200
10 - 12	- W	2		3 0	0,00
13 - 15	0	0	a		%0
16 - 18	0	0	0	0	%0
19 - 20	9	0	0		760
Total	30	30	29	,	3%

3.12. 3 FINANCIAL PERFORMANCE: LIBRARY SERVICE

	Financial Perfor	Financial Performance: Libraries			
					R'000
	2011/12		2012/13	1/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	3 730	5 740	5 740	4 956	746
Expenditure:				200	0/17
Employees	3 472	4 067	4 067	3 603	110/
Repairs and Maintenance	71	AE	100	2000	277-
Othor	1/	Ç.	C.4	75	15%
Omer	651	223	232	2 049	783%
Total Operational Expenditure	3 666	4 335	4 344	5 703	31%
Net Operational Expenditure	(64)	(1 405)	(1 396)	7.47	15/19/
Variances are calculated by dividing the difference between the Artiral and Artinst Burkers his the Artis of the Contract Burkers to the Artis of the Contract Burkers and Artis	etween the Actual and A	diretment Rudnet h	the Adirestment Du		9/+CT
, and a second s	and house the	ישומטוויים איסיוויסיניי	ne Aujustinent Du	nger .	

3.13 CEMETORIES AND CREMATORIUMS

3.13.1 CEMERTERIES: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

Description	This cemetery were enlarged by -+ 275 graves	that Prolong the lifespan of +- a year and a half
Highlights	Enlarging Chafonnis cemetery at Caledon	

Challenges	Actions to Address
The shortages of land for enlarging existing Cemetery's namely Chafonnis cemetery & knoffloks kraal Cemetery	Available land need to be acquired for Chafonnis cemetery in Caledon as well as Knoffloks kraal cemetery in Grabouw
Digging of grave sites is sometimes Difficult because of extremely hard rocky terrain	Diggers & sometime excavators need to dig the graves
Vandalism is a major challenge for the municipality wrt to maintenance of cemeteries	The municipality will have to get the communities by in through awareness initiatives in order for the community to take ownership of the grave sites and report any vandalism.

3.13. 2 FINANCIAL PERFORMANCE: CEMETERIES

Financial	Performance: Ce	Financial Performance: Cemetories and Crematoriums	atoriums		
					R'000
	2011/2012		2012/2013	2013	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	206	180	230	320	39%
Expenditure:					
Employees					
Repairs and Maintenance	213	247	249	239	4%
Other	222	93	83	59	-29%
Total Operational Expenditure	263	339	331	298	-10%
Net Operational Expenditure	58	159	101	(22)	-122%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget by	the Adjustment Bur		

CHILD CARE; AGED CARE; SOCIAL PROGRAMMES 3.14

3.14.1 SOCIAL PROGRAMS: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

	DESCRIPTION OF THE PROPERTY OF		ACTIONS TO
			ADDRESS
Capacitated NGO Sector -	Brokering of partnerships	Lack of established	- Established structures with
NGO sector, focusing on Early	Leveraged funding	structured	clear roles and responsibilities
Childhood Development and After care	Capacity building within NGOs	Non compliance	Strategic plan developed
	Financial and institutional	Lack of focus	through CSI programmes
		Funding	Training offered
		Low capacity amongst Staff	through other capacity building organisations
TOY LIBRARY: Established a Toy Library at Site Seviva, Caledon	Provide access to educational toys in impoverished community	Funding for salaries	Source funding for salaries within the Dept of Sports and Culture
Wonderbags: Secure and distribute 300 Wonderbags and Flasks in the community.	Food security through provision of low cost cooking methods in the community - part of intervention for climate change and food scarcity	Identification of valuable groups/individuals Monitoring the impact	- Based selection on the indigent register Additional capacity required for post evaluation

HIGHLIGHTS	DESCRIPTION	CHALLENGES	ACTIONS TO
			ADDRESS
		of the intervention	
	Leveraged funding for	Lack of financial	
Small rarmers	expansion and equipment	management and	Developed guidelines
funding and monument for	of farming operations in	marketing	to be used as financial
emerging farmers in	Genadendal.		model
Genadendal.			Application for
			additional capacity
			submitted to Work and
	I I		Skills Program
CAFE SEX LINE	tmpower, educate and		
MODIFICATIONS	mobilise youth towards	Lack of formalised	Strengthened
workshore for the count	healthier sexual behavior	youth structures	relationships with
focusing on internersonal	and provide examples of	needed for ease of	youth organisations
relationships and coveral	nealtny relationships	communication	
hoseth			Working on formalising
			youth structures
3	Facilitated land tenure for		
Small Farmer Development	small farmers in Grabouw	Coordination of	Clearer deadlines and
2: Brokering of Private Public	area.	meetings between	objectives
Partnership in support of land		parties	
tenure for emerging farmers			Mitigation through
		Negotiation of a	dialog
		favourable agreement	
		accepted by all parties	

COMPONENT E: ENVIRONMENTAL PROTECTION

Pollution Control 3,15

Pollution Control/Air Quality function is being performed in line with Overberg District Municipality's approved Air Quality Management Plan. Theewaterskloof municipality does not have the capacity (financial and human) to develop its own AQMP and to implement such a plan. This shortcoming was reported to the Minister.

Overberg District Municipality is the licensing authority in terms of NEM:AQA (act No 39 of 2004) to issue Atmospheric Emission License for Listed Activities, which include the followings:

- Reviewing of the Atmospheric Emission licenses received from the Listed Activities Industries. Investigating Air Quality related complaints within the Overberg District Region. Developing the Overberg District Municipality Air Quality By-Law. The ODM Air Quality Management Plan has been drawn up and adopted. ODM have an Interim Air Quality Officer for Air Quality Function that is assisted by four Officials, one from each Sub District.

ODM also attend the yearly Provincial Air Quality Officer Forum

OTHER AND SPACES); OPEN (INCL. BIO-DIVERSITY; LANDSCAPE (EG. COASTAL PROTECTION) 3.16

With respect to its environmental protection mandate, Theewaterskloof Municipality operates within existing institutional structures such as Cape Nature. The Municipality does not have its own set of environmental bylaws, therefore, partnerships were forged. All natural areas are being preserved as statuary Municipal Nature Reserves. These natural areas, sanctuaries and Nature Reserves will all be accessible and open for tourism. The municipality is at present busy with alien plant eradication and is doing this in conjunction with external organisations such as Cape Nature (working for water) and land Affairs. EIA basic assessments were acquired to do maintenance in rivers. This process is still underway. Different NGO bodies in the Towns are being incorporated to do joint management of the Environment. Where possible Arbour days are held with local schools and other government organizations.

Greening of Towns is done in conjunctions with local ratepayers and local NGO's. Local conservation meetings are held with rate payers and Budgets are spent according to listings out of such meetings.

Revision and/or development of environmental bylaws are done in accordance with the Environmental Management Framework.

COMPONENT F: HEALTH

3.17 CLINICS

Health services are managed by the provincial departments.

3.18 AMBULANCE SERVICES

Ambulance services are provided by the Overberg District Municipality.

AND LICENSING ABBATOIR DZ FOOD INSPECTION; INSPECTION; ETC HEALTH 9 1 3 1 3

Service is provided for by the District Municipality.

COMPONENT G: SECURITY AND SAFETY

component includes: police; fire; disaster management, licensing and control of animals, and control of public nuisances, etc.

3.20 TRAFFIC

3.20.1 EMPLOYEES: TRAFFIC OFFICERS

		Employees:	Employees: Traffic Officers		
Job Level	Year -1			Vear	
Police	Employees	Posts	Employees	Vacancies	Vacancies (as a
				(fulltime	% of total posts)
Administrators	No.	Š	2	Squidality)	
Chief Traffic Officer &					%
Deputy	FI	-	•	•	
Other Traffic Officers			1	1	
0 - 3		3			
4 - 6	~	3 5	7 (0	%0
7 - 9	2 5	77	17	0	%0
10 - 12	3/	27,	16	2	11%
13 - 15	7	77	12	0	%0
16 - 18	7		-1	0	%0
19 - 20					%0
27					%0
lotal	47	47	45	3	%9

3.20,2 FINANCIAL PERFORMANCE: TRAFFIC OFFICERS

	Traffic	Traffic Services			
					R'000
	,2011/13		2012/13	1/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	2 149	5 714	5.413	4 396	7001
Expenditure:				200	OVCT-
Employees	6 235	4 784	8 431	0 653	960
Repairs and Maintenance	465	487	527	200	0,000
Other	1223	7 363	7367	1 916	72570
Total Operational Expenditure	7 923	7 634	11319	10.867	%57- 70V
Net Operational Expenditure	5 774	1 920	2 906	6.471	700,1
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	between the Actual and A	djustment Budget by	the Adjustment Bu	1.	10%

3.21 LAW ENFORCEMENT

3.21.1 LAW ENFORCEMENT: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

Highlights	Description
By law Enforcement	Law Enforcement has a program eMIS in place to record all law enforcement related cases/queries received.
	The eMIS system is a job card system which assist the department in ensuring that all cases/queries received are attended to, completed and feedback is provided to the public. A monthly report is drawn for record purposes and to see if cases are adhering to.

	Actions to Address
Shortage of permanent starr	 EPWP contract staff was appointed to fulfill law enforcement operational needs. Of the 20 students/wardens appointed only 8 are left in service, the remainder has sort alternative employment Permanent appointments are required.
Public ignorance towards by-laws	Ward programme needs to be rolled out further Awareness campaigns Aggressive patrolling's in terms of high visibility (foot patrols etc.) Consistent operations throughout the whole TWV sind distributed.
Vehicle shortage	Fleet Management to budget and procure additional vehicles
Impoundment of animals	 Vehicle shortage to impound animals Upgrading of pound New by-law to be workshoped with the public prior to promulastion
Shortage of communication systems	 Cell phones, two way hand radio's to be budgeted for
Protective tools	Firearms, bullet proofs, handcuffs, Tomfa
Training	 Crowd control to assist with marches Firearm training
Taxi violence	Provincial support

3.22 DISASTER MANAGEMENT

Disaster management in the Theewaterskloof Municipality is co-managed with the Overberg Disaster and fire management. The Overberg District Municipality provides backup in the form of fire fighting and Disaster management

The different areas serviced by the Overberg Fire brigade are: Caledon, Botriver, Tesselaarsdal, and Middelton. Riviersonderend and Greyton/Genadendal are serviced by Caledon Fire Station.

Grabouw and Villiersdorp are serviced by Grabouw Fire station. Any other major incident is being backup by Bredasdorp main fire brigade.

Greyton and Genadendal have experienced difficulties with respond time from Caledon as a result station was established in Greyton equipped with volunteer fire fighters and a fire vehicle.

These projects include: Gobos River in Greyton, Palmiet River in Grabouw and small Theewaterskloof Disaster management also acts proactively to prevent disaster incidents by contributory rivers in Caledon and Villiersdorp.

We also prevent veld and bush fires by creating fire breaks around all major hot spots, towns and farms. Clearing off alien vegetation by Disaster management also contributes to fire prevention.

fund at Overberg district Municipality Fire and Rescue. This helicopter is operational during; fire fighting and rescue operations during floods. Theewaterskloof disaster management further contributes to rescue incidents by contributing to a Helicopter

3.22.1 EMPLPOYEES: DISASTER MANAGEMENT

		Employee	Employees: Disaster Management	- tromont	
	Year - 1			Voer	
Job Level	Employees	Posts	Employees	Vacancles (fulltime	Vacancies (as a % of total
	No.	No.	No.	equivalents)	posts)
0 - 3					2
4 - 6					%0
1					%0
6-/					%0
10 - 12					700
13 - 15	1		\-\frac{1}{2}		730
16 - 18					%0
19 - 20					800
Total	1	Ħ			0.00
				,	0.70

3.22.2 FINANCIAL PERFORMANCE: DISASTER MANAGEMENT

Financial Performance: Disater Management, Animal Licencing and Control	e: Disater Mana	gement, Animal I	icencing and Co	ntrol	
					R'000
	,2011/12		2012/13	2/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue		20	5	1	-100%
Expenditure:					
Employees					
Repairs and Maintenance	431	220	280	274	-2%
Other	726	414	406	221	-45%
Total Operational Expenditure	1 157	634	989	495	-28%
Net Operational Expenditure	1 157	614	681	495	-27%
Variances are cakulated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget by	the Adjustment Bu	dget .	

COMPONENT H: SPORT AND RECREATION

This component includes: community parks; sports fields; sports halls; stadiums; swimming pools; and camp sites.

3.23 SPORT AND RECREATION

New light was shown when government allocated 15% of all MIG funds for the upgrading of municipal sporting facilities.

3.23.1 SPORT AND RECREATION: HIGHLIGHTS/CHALLENGES AND SERVICE STATISTICS

	нібніцентѕ
TOWN	DESCRIPTION
Myddelton	New mini sports facility
RSE	Upgrade of existing sport facility
Grabouw	4 new play parks, Boshou, Bert, Brink and Gafferley
Villiersdorp	1 new Play park- Extension 11
Caledon	I new Play park, URsig
Botriver	1 new Play park
Greyton	1 new Play park



3.23.2 EMPLOYEES: SPORT AND RECREATION

	2	Employee	Employees: Sport and Recreation	Pation	
	Year -1			Year 0	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0-3					%∪
4 - 6					0.0
0					0%0
£ /					%0
10 - 12					%U
13 - 15	Ĩ	1	Ţ		360
16 - 18					780
19 - 20					200
Total	1	1	ī	0	%0

3.23.3 FINANCIAL PERFORMANCE: SPORT AND RECREATION

	Financial Performance: Sport and Recreation	: Sport and Recre	ation		
					R'000
	`2011/12		,201	2012/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	(1016)	264	174	(821)	-577%
Expenditure:					
Employees	3 990	4 658	4 333	3 962	786
Repairs and Maintenance	1854	1 607	1656	1680	2, 24
Other	685	1137	1 227	818	-33%
Total Operational Expenditure	6259	7 402	7 216	6460	-10%
Net Operational Expenditure	7 545	7 139	7 042	7 281	3%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	between the Actual and A	djustment Budget by	the Adjustment Bu	١.	8

3.23.4 CAPITAL EXPENDITURE: SPORT AND RECREATION

	Capital Expend	Capital Expenditure: Sport and Recreation	Recreation		
			ļ		R' 000
			Year 2012-13		
Capital Projects	Budget	Adjustment	Actual	Variance from	Total Project
		Budget	Expenditure	original budget	Value
Total All	-	812	695		
Sportsfields Riviersonderend	ı	406	334		406
Sportsfields Myddleton	1	406	361		406
Total project value represents the estimated cost of the project on approval by council (including past and	imated cost of the	project on approv	al by council (inc	uding past and	
future expenditure as appropriate.		:			

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

This component includes: corporate policy offices, financial services, human resource services, ICT services, property services.

3.24 EXECUTIVE AND COUNCIL

This component includes: Executive office (mayor; councilors; and municipal manager).

3.24.1 EMPLOYEES: EXECUTIVE AND COUNCIL

		Employ	Employees: The Executive and Council	and Council	
	Year -1			Year 0	
Job	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0-3					%0
4-6					à
7 - 9		-	-	•	0.70
	1	1			%0
10 - 12	2	2	2	0	%0
13 - 15					%00
16 - 18	2	2	2	0	%0
19 - 20					200
Total	5	5	LC		760

3.24.2 FINANCIAL PERFORMANCE: EXECUTIVE AND COUNCIL

Financia	Performance : 1	Financial Performance: The Executive and Council	Council		
					R'000
	,2011/12		,2012/13	2/13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	5 495	6 271	7 325	8363	14%
Expenditure:					2/14
Employees	22 205	34 344	34 344	27 774	769
					8
Repairs and Maintenance	48	87	103	106	3%
Other	24 145	16044	17 781	0 840	AEO/
Total Operational Expenditure	46 398	50 475	52 228	42 221	-19%
Net Operational Expenditure	40 903	44 204	44 902		756
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget.	en the Actual and A	djustment Budget by	the Adjustment Bu		

3.24.3 CAPITAL EXPENDITURE: EXECUTIVE AND COUNCIL

Cal	oital Expenditu Exec	Capital Expenditure: The Executive and Council Executive and Council	ve and Counci		
					R'000
			Year 2012/2013		
Capital Projects	Budget	Adjustment	Actual	Variance	Total Project
		Budget	Expenditure	Form original	Value
				budget	
Total All	350	1 610	1021	192%	
Electricity Contingency	1	4	4		4
Upgrading of council chambers	ı	350	1		
Upgrading of toilets and offices	300	300	183	-39%	183
Technical Offices	_	33	49		49
Victoria Hall	1	640	589		589
Destiny Toilets	ı	171	170		170
Multi Purpose Bus	_	62	ı		1
Construct toilets for disabled pe	20	50	26	-48%	26

FINANCIAL SERVICES 3,25

During the 2011 workshop a Financial Sustainability was identified as the highest priority for the municipality. A Turnaround Strategy was adopted and a Steering Committee established to guide and manage this strategy. Specific low hanging fruit projects have also already been adopted by such a committee.

During this project it was obvious that the functioning and results of the Revenue Section is critical to financial sustainability and it is the area that we should be focussing on.

3.25.1 FINANCIAL SERVICES: CHALLENGES

Challenges	Description
Revenue Section	Collection rate is too low
Small grants we are receiving from The Fiscal Model has become out-dated National	The Fiscal Model has become out-dated
Narrow rates base	Not enough people and organisations to contribute towards the financial capacity of the minicipality
A weak revenue stream	Due to the relative small revenue out of electricity as most of the reticulation is done by ESCOM

The problem is that expectations and frustrations of the poorest of the poor are escalating by the day and the municipality is simply not able to respond due to lack of funding

Some of the measures taken to improve the financial performance of the municipality are:

- Active monitoring of income and expenditure as per the predetermined targets Active monitoring of financial sustainability projects Proper costing of projects (ABC)
- A A A

3.25.2 DEBT RECOVERY

Dotallo of the	,				R. 000
Peralls of the	Year -1		THE RESERVE THE PARTY OF THE PA	Year 0	
recovered	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the vear %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %
Property Rates	43.226	81%	ALA 0A	40.042	
Electricity - B	4.912	94%	E 427	40,045	82.71%
Electricity - C	207.00	040	3,427	2,100	95.18%
Water D	42,720	34.70	54,940	52,292	95.18%
water - D	3,169	%69	3,157	2,197	69.61%
Water - C	32,085	%69	31.956	22 244	69 61%
Sanitation	16,074	%92	18 460	14 557	70.007
Refuse	14,623	%69	18.025	13 703	76.03%
Officer	166			50/102	70.02%

3.25.3 EMPLOYEES: FINANCIAL SERVICES

		Employ	Employees: Financial Services	rvices	
	Year -1			Year 0	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
0 - 3	.00	NO.	O	No.	%U
4 - 6	2	7	IO.	2	%60
7 - 9	36	36	36	0	%0
10 - 12	5	5	4		20%
13 - 15	4	4	4	0	%0
16 - 18	;= 1	proj.	1	0	%0
19 - 20					%0
Total	53	53	20	6	%9

FINANCIAL SERVICES 3.25.4 FINANCIAL PERFORMANCE:

Financial Po	erformance Year	Financial Performance Year 2012/13: Financial Services	ial Services		
					R'000
	,2011/12		.2012,13	2.13	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
	21		Budget		Budget
Total Operational Revenue	56 464	47 399	51 623	67 935	32%
Expenditure:					
Employees	12 515	13 521	13 021	12 180	%9-
Repairs and Maintenance	388	400	400	552	38%
Other	606 6	9 388	9 438	10 099	7%
Total Operational Expenditure	22 812	23 309	22 859	22 830	%0
Net Operational Expenditure	(33 653)	(24 090)	(28 764)	(45 104)	57%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget by	the Adjustment Bur	Ι.	

FINANCIAL SERVICES 3.25.5 CAPITAL EXPENDITURE:

	Capital Exp	Capital Expenditure Year 2012-13:	2012-13:		
	Fir	Financial Services			
					R'000
			Year 2012-13		
Capital Projects	Budget	Adjustment	Actual	Variance	Total Project
		Budget	Expenditure	Form original	Value
				budget	
Total All	35	35	43	24%	
Inventory Items	35	35	43	24%	
Total project value represents the estimated cost of the project on approval by council (including past and	imated cost of the	project on approv	al by council (incl	uding past and	
future expenditure as appropriate.			•		

The variance relating to the net operating expenditure for Financial Service amounts to 47% for 2012/2013. The municipality projected that it will realize a profit of R3.7m on the sale of assets. The unpredictability of public auctions caused the municipality to make a loss of R1.8 m instead. The total variance (in R) amounts to R5.5m.

Furthermore the municipality was going through budget reforms and in the process of GRAP implementation.

This meant that at year end the municipal budget was not properly aligned to financial statements (GRAP requirements). The inclusion of administrations charges in the one and the exclusion thereof in the other was largely responsible for the variance between actual net expenditure and budgeted net expenditure (R14m).

ф Financial Services only made provision for inventory items on the capital budget. The overspending of capital budget is attributable to the filling of vacancies during the year.

3.26 HUMAN RESOURCE SERVICES

3.26.1 EMPLOYEES: HUMAN RESOURCES

	Year -1			Veer	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	8
0 - 3					%0U
4 - 6					20
7 - 0					0%0
					%0
10 - 12	2	4	4	0	%0
13 - 15	2	2	2		760
16 - 18					94.0
19 - 20					0%0
Total	4	9	9	0	900

3.26.2 FINANCIAL PERFORMANCE: HUMAN RESOURCES

Financ	Financial Performance: Human Resource Services	luman Resource S	ervices		
					R'000
	2011/2012		2012/2013	2013	
Details	Actual	Original Budget	Adjustment	Actual	Variance to
			Budget		Budget
Total Operational Revenue	4 862	5 073	5 280	5 652	%2
Expenditure:					
Employees	3750	3 384	3 384	2176	38%
Repairs and Maintenance		1			
Other	2518	2 842	3 424	3.080	-10%
Total Operational Expenditure	6 268	6 226	6 808	5 256	-23%
Net Operational Expenditure	1406	1152	1 528	(368)	-126%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget by	the Adjustment But		

COMMUNICATION TECHNOLOGY (ICT) INFORMATION AND SERVICES 3.27

This component includes: Information and Communication Technology (ICT) services.

year. Under the guidance of the ICTS the latter 7 findings, was resolved with only 2 unresolved findings, which The municipal ICT Steering Committee (ICTS) is mandated to make decision with regards to the municipal ICT and responsible for ICT governance. The Auditor General report highlighted 7 findings for the 2011/12 financial was not directly the responsibility of the ICT division.

In terms of the yearly audits performed by the Auditor General, the ICTS receives monthly reports on the status of these audits and the mitigating processes to resolve any issues that may arise. The ICT division has also implemented an ICT auditing system that monitors and reports the status of the entire

ICT environment. This report is submitted to and scrutinized on a monthly by the ICTS. In March 2013 a plan was presented to the ICTS to establish ICT governance and security in terms of the ISO27000 standards. This was generally accepted by the ICTS and will also be included in the ICT Master

Other initiatives of ICT included:

- The establishment of the Overberg ICT Forum that focuses on shared services.
 - e-Participation to enhance community communication.
 - Cost savings projects
- The redesign of the municipal website to be more interactive and aligned with future developments.
 - Implementation of a Disaster Recovery Plan
- Implementation of various policies and Standard Operating Procedures

2012/13 financial year our capital projects included the upgrading of 30 desktop computers, 2 main frame servers, the implementation of 2 Uninterruptable Power Supply systems and the replacement of 2 receipt printers. The ICT offices and main data-centre was also overhauled and relocated to a more secure location that is aligned with best practices and Audit General provisions, such as access and environmental controls.

EMPLOYEES: ICT SERVICES 3.27.1

		Emplo	Employees: ICT Services	101	
	Year -1			Year 0	
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No,	No.	No.	No.	%
0 - 3			**		700
4 - 6					8/0
7 - 9					0,0
, ,					%0
10 - 12		1	1	0	%0
13 - 15	1	1	1	0	%0
16 - 18					%0
19 - 20					%0
Total	2	2	2	0	%0

3.27.2 FINANCIAL PERFORMANCE: ICT SERVICES

Year -2011-12 Year 2012-13 Actual Original Budget Adjustment Actual Actual Budget Budget S 199 S 199 A 368 S 199 S 199 S 199 A 360 A 360 A 360 A 360 A 4094 Budget Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 Budget A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491 A 491			ridaliciai remonaance 3: 10 i Services	ca.		סטמום
Actual		Year -2011-12		Year 20	012-13	100
Budget 5199 5199 5199 51	Details	Actual	Original Budget	Adjustment	Actual	Variance to
764 687 687 687 687 689 7 649 689 6491 669 699 699 699 699 699 699 699 699 6				Budget		Budget
764 687 687 2 639 4 094 3 803 3 403 4 781 4 491 (965) (418) (709) (109)	Total Operational Revenue	4 368	5 199	5 199	5 100	760
	Expenditure:				0	
2 639 4 094 3 803 3 403 4 781 4 491 (709) (418) (709) (655) (418) (709) (709)	Employees	764	687	703	704	200
2 639 4 094 3 803 3 403 4 491 4 491 (709) (709) (418) 7 709) (709)	Repairs and Maintenance		100	200	17/	200
3 403 4 781 4 491 (1965) (418) (709) (inding the difference between the Actual and Adjustment Budget by the Adjustment Budget of	Other	2 639	4 094	3 803	2 053	7000
dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	Total Operational Expenditure	3 403	4 781	4 491	3 673	-18%
1.	Net Operational Expenditure	(962)	(418)	(602)		115%
	Variances are calculated by dividing the difference bet	ween the Actual and A	djustment Budget by	the Adjustment Bu	١.	

PROCUREMENT DNA MANAGEMENT RISK LEGAL; 3.28 PROPERTY; SERVICES

This component includes: property; legal; risk management and procurement services.

3.28.1 EMPLOYEES: PROPERTY MANAGEMENT, LEGAL, RISK MANAGEMENT AND PROCUREMENT

Year - 1 Posts Employees Vear 0 0 - 3 No. No. No. 4 - 6 0 0 0 7 - 9 3 3 3 10 - 12 1 1 1 13 - 15 4 4 4 16 - 18 0 0 0 19 - 20 0 0 0 Total 8 8 8		Employees:	Property; Legal;	Risk Managemen	Employees: Property; Legal; Risk Management; and Procurement Services	rvices
No. No. No. 1 1 1 1 0 0 0 0 4 4 4 4 0 0 0 0 0 0 0 0 8 8 8 8		Year -1			Year 0	
No. No. <th>Job Level</th> <th>Employees</th> <th>Posts</th> <th>Employees</th> <th>Vacancies (fulltime equivalents)</th> <th>Vacancies (as a % of total posts)</th>	Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
3 3 3 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4		No.	No.	No.	Š	, %0
3 3 3 3 1 1 1 1 1 1 1 4 4 4 4 4 0 0 0 0 0	0 - 3					700
3 3 3 3 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	4 - 6	0	0	0		0.70
1 1 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	7 - 9	m	ĸ			8,0
4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	10 - 12	T		-		0%0
0 0 0	13 - 15	4	4	7		060
0 0 8	16 - 18	0	0	0		960
8	19 - 20	0	0	0	C	%0
	Total	8	8	8	C	%0

3.28.2 FINANCIAL PERFORMANCE: PROPERTY MANAGEMENT, LEGAL, RISK MANAGEMENT AND PROCUREMENT

		•			R'000
	2011/2012		Year 2012-13	112-13	
Details	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	(236)	1823	1576	(525)	-133%
Expenditure:					
Employees	829	1767	1767	913	48%
Repairs and Maintenance		1716	1760	-	-100%
Other	167	4 880	3 611	744	%62-
Total Operational Expenditure	966	8364	7 138	1 657	-77%
Net Operational Expenditure	1 233	6541	5 562	2 182	-61%
Variances are calculated by dividing the difference between the Actual and Adjustment Budget by the Adjustment Budget	en the Actual and A	djustment Budget b	y the Adjustment Bu	ıdget .	

MUNICPAL PROPERTY SOLD AND INCOME GENERATED 3.28.3

2429 Caledon 2811 Villiersdorp 2454 Caledon 2449 Caledon 2432 Caledon 2446 Caledon 2471 Caledon 2445 Caledon 2471 Caledon 2445 Caledon	qro
	dro dro
	00.000 C4
	don 45 500.00
2484 Caledon	
2465 Caledon	



(PERFORMANCE REPORT PART II) ORGANISATIONAL DEVELOPMENT PERFORMANCE CHAPTER 4

The municipality currently employs 552 officials, who individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

EMPLOYEE TOTALS, TURNOVER AND VACANCIES 4,1

	ET	Employees			
	2011/2012		2012,	2012/2013	
Description	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	Ö	Q.	%
Water	52	52	50	. ,	707
Waste Water (Sanitation)	49	49	43	1 4	170
Electricity	19	19	17	0	120/
Waste Management	29	29	29	70	700
Housing	6	11			760
Waste Water (Stormwater					
Drainage)	29	29	67	0	%0
Koads	102	102	6	5	2%
Traffic	46	46	44	2	70%
Town Planning	8	8	9	2	330%
Local Economic Development	2	2	2		200
Planning (Strategic &					0
Kegulatory/IDP)	2	2	2	0	%0
Finance	53	53	50	m	969
Administration	32	32	32	0	%0
¥	9	9	9	0	%0
	2	2	2	0	%0
Property Management	c	3	m	C	%0
Parks	09	59	58	2	30%
Libraries	30	30	29	1	3%
Valuations	1	1	-	0	%0
Internal Audit	5	4	3	0	%0
lotais	277	222	552	25	0

	Vacancy Rate: Year 2012/13		
Designations	*Total Approved Posts	*Vacancies (Total time that vacancies exist using fulltime equivalents)	*Vacancies (as a proportion of total posts in each category)
	No.	No.	%
Municipal Manager	0	0	0.0
CFO	6	O	0.00
Other 557 Managers (excluding Finance Posts)	6	0	0.00
Other SS7 Managers (Finance posts)	O	0	0.0
Police officers	0	0	0.00
Traffic & Law Enforcement	46	2	4.35
Senior management: Levels 13-15 (excluding Finance Posts)		•	, c
Senior management: Levels 13-15 (Finance posts)	0		5 6
Highly skilled supervision: levels 9-12 (excluding Finance posts)	12	m	25.00
Highly skilled supervision: levels 9-12 (Finance posts)	12	#	8,33
Total	87	7	8.0

	F	Turn-over Rate		_
Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*	
	No.	No.		
2009/10	099	32	5.71%	
2010/11	572	42	7.34%	
2011/112	569	82	5.10%	_
2012/13	222	43	7.45%	_

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. The critical challenge for the current administration is to attract and retain scarce skills in the workplace.

The turnover rate shows an increase from 5.71 % in 2009/10 to 7.45% in 2012/13.

Our turnover rate for the past years has been below 10% which indicates that it is well within in National and International benchmarks. This rate can be attributed to normal attrition, staff leaving for better prospects as well as through the disciplinary process.



COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to Equity Act 1998. The Human Resource division comprises of HR Administrative Services. This section is responsible for the administration of leave, fringe benefits, medical aid contributions and housing schemes including the Occupational Health and Safety section, as well as the Training and skills development.

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

4.2 POLICIES

		HRP	HR Policies and Plans	ans
	Name of Policy	Completed	In Process of being Reviewed	Date adopted by council or comment on failure to adopt
-	Affirmative Action (Employment Equity)	×		15 September 2011.
7	Attraction and Retention		×	
m	Code of Conduct for employees	×		Schedule 2 – Municipal Systems Act [Act 32 of 2000]
4	Delegations, Authorisation & Responsibility	×		Revised by council 24th March 2011- new council adopted on 31 May 2011
מו	Disciplinary Code and Procedures	×		Negotiated on Bargaining Council Level (Adopted 01 July 2010)
9	Essential Services		×	Parties could reach an agreement on the services that was identified as Essential. The Draft Agreement will be discussed at the Local Labour Forum meeting that is scheduled for 25 July 2012.
7	Employee Assistance / Weliness		×	A draft Policy currently under consultation
00	Exit Management	×		Exit interview are held with employees leave the organisation.
o	Grievance Procedures	×		In terms of Main Collective Agreement that was adopted on Bargaining Council Level on 01 May 2007
10	HIV/Aids	×		20 March 2013
11	Human Resource and Development		×	A draft Policy currently under consultation
12	Information Technology	×		Policy was adopted on 15 September 2011

Name of Policy Completed The Process Date adopted by council or comment of Penils 13 Job Evaluation X Process T.A.S.Y. dob Evaluation completed in terms of the T.A.S.Y. dobe Evaluation System. 14 Leave X T.A.S.Y. dob Evaluation System. 15 Cocceptional Health and X Date of Date					
Job Evaluation X		Name of Policy	Completed	In Process of being Reviewed	Date adopted by council or comment on failure to adopt
Docupational Health and x Safety Official Housing (subsidy) x Travel and Subsistence x Official transport to attend Funerals Official transport to attend Funerals Official transport to attend X Official transport to attend X Official transport to attend X Official transport to attend X Official transport to attend X Official transport to attend X Official transport deather X Performance Management X Appointment, Selection and X Appointments Recruitment, Selection and X Appointments Recruitment X Appointment X Allowances Resettlement X Sexual Harassment X Sexual Harassment X Sexual Harassment X Sunoking X Sunoking X Clothing Transport Policy X Clothing Transport Policy X Induction X Induction X Scarce Skills Scarce Skills	13	Job Evaluation	×		All Job Evaluation completed in terms of the T.A.S.K Job Evaluation System.
Official Housing (subsidy) Travel and Subsistence Official transport to attend Funerals Official Working Hours and Overtime Organisational Rights Performance Management and Development Appointments Recruitment, Selection and Appointments Recruitment Sexual Harassment Sexual Ha	14	Leave	×		20 March 2013
Official Housing (subsidy) x Travel and Subsistence x Official transport to attend Funerals Official Working Hours and Overtime Working Hours and Overtime Working Hours and Development x and Development x Performance Management x and Development x Appointment, Selection and x Remuneration Scales and x Appointments Remuneration Scales and x Sexual Harassment x Sexual Harassment x Sexual Harassment x Sexual Harassment x Substance Abuse x Substance Abuse x Uniforms and Protective x Clothing x Medical Assistance for former x employees Induction x Scarce Skills x Scarce Skills	15	Occupational Health and Safety	×		Policy adopted by Council on 29 July 2010
Travel and Subsistence	16	Official Housing (subsidy)	×		Adopted at bargaining council level
Official transport to attend Funerals Official Working Hours and Overtime Organisational Rights Payroll Deductions Performance Management Appointment, Selection and x Recruitment, Selection and x Appointments Resettlement Appointment X Sexual Harassment X Sexual Harassment X Sillis Development X Sillis Development X Sullis Development X Sullis Development X Sullis Development X Substance Abuse X Uniforms and Protective Clothing Transport Policy X Medical Assistance for former Amedical Assistance for former Annottion X Scarce Skills X S Scarce Skills X S Scarce Skills X S Scarce Skills S Scarce S	17	Travel and Subsistence	×		Policy reviewed and approved 29 July 2010
Organisational Rights x Organisational Rights x Payroll Deductions x Performance Management x and Development x Appointments Recruitment, Selection and x Appointments Resettlement x Skills Development x Skills Development x Skills Development x Skills Development x Substance Abuse x Uniforms and Protective x Clothing Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x	18	Official transport to attend Funerals			none
Payroli Deductions x Performance Management x and Development Recruitment, Selection and x Appointments Resettlement x Sexual Harassment x Sexual Harassment x Sexual Harassment x Sexual Harassment x Sexual Harassment x Substance Abuse x Clothing Transport Policy x Medical Assistance for former x Induction x Scarce Skills x Scarce Skills x Annowing x Smoking x Smoking x Smoking x Smoking x Smoking x Smoking x Smoking x Sacarce Skills x Annowing x Scarce Skills x Scarce Skills x Scarce Skills x	19	Official Working Hours and Overtime		×	A draft Policy currently under consultation
Performance Management x and Development	20	Organisational Rights	×		Main Collective Agreement Adopted on Bargaining Council Level
Performance Management x and Development	21	Payroli Deductions	×		Statutory deductions
Recruitment, Selection and x Appointments Remuneration Scales and x Allowances Resettlement x Sexual Harassment x Skills Development x Smoking x Smoking x Substance Abuse x Uniforms and Protective x Clothing Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x	22	Performance Management and Development	×		January 2010
Remuneration Scales and x Allowances Resettlement x x Sexual Harassment x Skills Development x Smoking x Bursary x Substance Abuse x Uniforms and Protective x Clothing Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x Scarce Skills x	23	Recruitment, Selection and Appointments	×		Employment Practice Policy adopted on 15 September 2011.
Resettlement x Sexual Harassment x Skills Development x Smoking x Bursary x Substance Abuse x Uniforms and Protective x Clothing x Transport Policy x Medical Assistance for former x Induction x Scarce Skills x	24	Remuneration Scales and Allowances	×		As per Salary and Wage Collective Agreement - Adopted on Bargaining Council Level.
Sexual Harassment x Skills Development x Smoking x Bursary x Substance Abuse x Uniforms and Protective x Clothing Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x Scarce Skills x	25	Resettlement	×		Current policy
Skills Development x Smoking x Bursary x Substance Abuse x Uniforms and Protective x Clothing x Transport Policy x Medical Assistance for former employees x Induction x Scarce Skills x	56	Sexual Harassment	×		Adopted on 29 July 2010
Smoking x Bursary Substance Abuse x Uniforms and Protective x Clothing Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x Scarce Skills x	27	Skilis Development	×		Workplace Skills Plan - Adopted on 30 June 2011.
Bursary Substance Abuse Substance Abuse Uniforms and Protective Clothing Transport Policy Medical Assistance for former employees Induction Scarce Skills X	28	Smoking	×		Adopted on 26 May 2008
Substance Abuse x Uniforms and Protective x Clothing Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x	59	Bursary	×		Adopted on 15 October 2008
Uniforms and Protective x Clothing Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x	30	Substance Abuse	×		Adopted on 15 September 2011
Transport Policy x Medical Assistance for former x employees Induction x Scarce Skills x	31	Uniforms and Protective Clothing	×	i:	Adopted on 29 July 2010
Medical Assistance for former x employees Induction x x x x x x x x x x x x x x x x x x x	32	Transport Policy	×		Adopted on 24 April 2012
Induction x Scarce Skills x	33	Medical Assistance for former employees	×		Adopted on 05 May 2011
Scarce Skills x	34	Induction	×		Adopted 7 August 2012
	32	Scarce Skills	×		20 March 2013

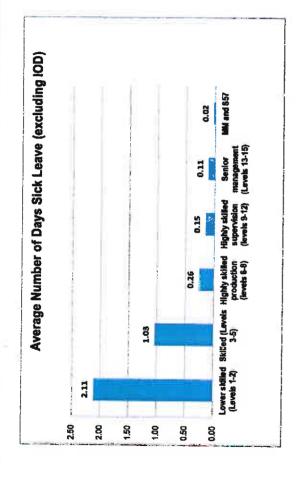
All HR Policies are discussed by the Policy Working Group that comprises of top Management and representatives from the Unions, where after it is referred to the Local Labor Forum for approval. Good progress is being made with the adoption of HR Policies and procedures, and we are well within our target of adopting at least 2 policies in a year.

4.3 INJURIES, SICKNESS AND SUSPENSIONS

	mber and Co	Number and Cost of Injuries on Duty	on Duty			_
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost	
	Days	No.	%	Davs	R'000	
Required basic medical attention only	152	40	76%	30	09	
Temporary total disablement	105	3	3%	21		
Permanent disablement	365	1	%0	73		
Fatal						
Total	622	44	7%	124	09	

Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

Salary band	Total sick Proportion Employees Total *A leave leave leave in post* Employees sick employees employee	Proportion of sick leave without medical	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 1-2)	1404	15%	188	322	2.11	R 346 480.00
Skilled (Levels 3-5)	685	30%	113	210	1.03	R 283 637.00
Highly skilled production (levels 6-8)	172	34%	36	62	0.26	R 114
Highly skilled supervision (levels 9-12)	100	29%	20	36	0.15	R 87
Senior management (Levels 13-15)	п	16%	13	56	0.11	R 90 948.00
MM and S57	152 153	6%	2	9	0.02	R 45 785.00
Total	2448	22%	372	665	3.68	366935



The number of days' sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

	Numbe	Number and Period of Suspensions	Suspensions	
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not	Date Finalised
Man Traffic	Corruption	7-Jun-12	7-Jun-12 Resigned	01/3/2013

In terms of the Disciplinary Code only officials from other departments or from other municipalities can be appointed as Presiding Officers and Employer Representatives. The availability of the officials is a huge problem. There are simply not enough officials with the necessary expertise and knowledge to handle disciplinary hearings. The Code further states that the Employer Representative must be at a level more senior than the employee(s) who is/are being charged, which makes the "pool" of available officials even smaller.

Another factor is the constant requests for postponements from the Unions

All officials post level T14 to T17 were sent on an Initiator and Chairperson training and hopefully this initiative will speed up the finalization of the disciplinary hearings.

	Disciplinary Action Taken on Cases of Financial Misconduct	es of Financial Misconduct	
Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
Manager Housing	Corruption / Dishonesty - 4000 000.00	YES (NOT GUILTY)	21/12/2012
Manager Traffic	Corruption / Dishonesty - 1000 000.00	YES (RESIGNED)	01/03/2013
Law Enf. Officer	Theft / Dishonesty - 60.00	YES (RESIGNED)	28/06/2013
Manager Income	Gross Negligence - 424 804.00	YES	In process
Head Income	Negligence - 424 804.00	YES	In process
Gen Worker	Theft - 2000.00	YES (GUILTY)	28/02/2013

4.4 PERFORMANCE REWARDS

	Per	Performance Rewards By Gender	ards By Gender		
Designations			Beneficiary profile	v profile	
	Gender	Total	Number of	Expenditure on	Proportion of
		number of	beneficiaries	rewards Year	beneficiaries
		employees in group		#	within group
				R' 000	%
Lower skilled (Levels 1-2)	Female	22	0	0	%0
	Male	78	0	C	%00
Skilked (Levels 3-5)	Female	45	0	0	%0
	Male	143	0	6	OBC.
Highly skilled production (Newels	Female	53	0	0	%0
0-8)	Male	18	0	C	990
Highly skilled supervision (levels	Fernale	38	0	6	80
9-12)	Male	89	0		%00
Senior management (Levels 13-	Fernale	12	0	0	900
15)	Make	21	0		U%
MRE and SSI	Female	0	0	0	80
	Make	9	9	R 555 852.00	100%
Total		569	9		

The implementation of performance management to lower levels of staff will be cascaded in the 2014/15 financial year. The Performance policy will be revised in the 2013/14 financial year to include individual performance measurement will be cascaded annually (descending) to one post level

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999). Section 68(1) of the MSA states that municipality must develop its human resource capacity to a level that

Policies for internal bursaries are in place. The training committee which follows a well-organized procedure involving all relevant role-players meets on a monthly basis after the local labor forum meeting. Transparent regulation of all courses involves the unions SAMWU and IMATU in all decision making.

4.5 SKILLS DEVELOPMENT AND TRAINING

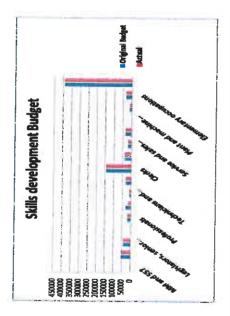
The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

The table below indicates the number of employees that received training in the year under review:

		Year 0	9nut 0£ 1	ctual as a	e pue pa.	iup s 7 299	And the same of th	Skills Ma r of skille	ədmuN			Employees in post as	Gender	Management level
	IstoT		galais:	it to emno	Other f	nes & Irses	programn short cou	Skills other	S0	ginership	ÐΊ	at 30 June O 169Y		
Year O Target	Actual: End of Year 2102	Actual: Fnd of Year - 1102	O rear fagref	Actual: End of Year Year S102	Actual; End of Year - 1105	Year 0 Target	Actual: Fnd of Year S102	Actual: End of Year - 1102	Year O Target	Actual: End of Year \$102	Actual: fo brd Year - 110S	.oN		
										= ==== 1			elemaa	728 bris MM
,	9	9	9	9	9							9	alsM	Councillors, senior
77 9	8	81	5	9	\$	91	3	ET				ZT	Female	
		81	91	91	77	95	24	9				34	Male	bns slsio!?? zragensn
9 1	0 p	<u> </u>				Ţ	Ţ	Ţ	Ţ			Ţ	Female	echnicians and
7	т	12	7 6	•	0	20	01	12				ヤヤ	9lsM	ssociate Professions*
ν ν	10	4	2 4	<u> </u>	<u>E</u>	9	4	7				II	əlsməf	zisnoizzelon ^e
7 6	7	ET	OT	2	0	4	9	£Ţ				23	alsM	
35 3	61	97	9	8	8	23	II	81	Ī		- / W	52	eleme?	latot du
86	09	86	95	92	91	Z \$	01/	0⊅				40 t	alsM	**************************************
092	128	891	128	89	97	08	TS	88	7	0	0	981		otal

Ghapter 4

NOI2/13 financial year:



			Skills	Developi	Skills Development Expenditure	nditure				1 6
	- Page ass	Employees as at the	Orig	inal Bud	Original Budget and Actual	tual Expe	Expenditure on 2011/2012	skills de	on skills development Year	Year
Management level	Gender	beginning of the financial year	Learnerships	rships	Skills programmes & other short	lls nmes & short	Other forms of training	rms of ing	Total	E
		No.	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual	Original Budget	Actual
MM and S57	Female									
	Male	9					54101	54101	57101	E4404
Legislators,	Female	17					40100	40100	70100	34107
senior officials and managers	Male	ж 15					2		20101	10104
Professionals	Female	12			17600	17600			1	
	Male	6	15785		12300	12300			1/600	17600
Technicians	Female	2			7000	2000			7007	7000
and associate	oleM	Ç							200	
Clerke	יוסוע	74			29/41	29741			29741	29741
Celks	Female	82			144285	144285			144285	144285
	Male	35			36200	36200			36200	36200
Service and sales workers	Female	15			17123	17123			17123	17123
	Male	31			33117	33117			33117	33117
Plant and	Female	Э								1100
operators and assemblers	Male	20			11100	11100			11	6
Elementary	Female	42			31441	31441			31441	31441
	Male	188			389119	389119			389119	389110
Sub total	Female	128			186008	186008	40100	40100	226108	226108
	Male	158	15785		111358	111358	54101	54101	181244	165455
Total		286	15785	0	297366	297366	94201	94201	407352	391567

COMPONENT D: MANAGING THE WORKFORCE EXPENDITURE

4.6 EMPLOYEE EXPENDITURE

efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance (excluding councilor remuneration) for the past three financial years and that the municipality is well within the national norm of between 35 to 40%: The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future

Percentage	(%)	37	37	37	34	29.5
Total Operating Expenditure	(R'000)	199 046	244 528	257 309	323 811	365 057
Total Expenditure salary and allowances	(R'000)	74 296	89 964	96 475	109 179	107 707
Financial year		5008/09	2009/10	2010/11	2011/12	2012/13

Densi Ado Emiso		
Beneficiaries	Gender	Total
Lower skilled (Levels 1-2)	Female	0
	Male	0
Skilled (Levels 3-5)	Female	0
	Male	0
Highly skilled production	Female	0
(10,000)	Male	0
Highly skilled supervision (Levels9-12)	Female	0
	Male	0
Senior management (Levels13-16)	Female	0
	Male	0
MM and S 57	Female	0
	Male	0
Total		0

Occupation	Number of employees	Job evaluation level	Remuneration	Reason for deviation
Legislators	4	Various	Various	Evaluated lower - Personal to Incumbent
Professionals	0	N/A	N/A	N/A
Technicians	2	Various	Various	Evaluated lower - Personal to Incumbent
Clerks	32	Various	Various	Evaluated lower - Personal to Incumbent
Service Works	2	Various	Various	Evaluated lower - Personal to Incumbent
Plant & Machine	Ţ	Various	Various	Evaluated lower - Personal to Incumbent
Elementary	1	Various	Various	Evaluated lower - Personal to Incumbent

	Employees a	Employees appointed to posts not approved	ts not approve	pi
Department	Level	Date of appointment	No. appointed	Date of No. Reason for appointment when appointed no established post exist
none				

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FINANCIAL PERFORMANCE CHAPTER 5

5 contains information regarding financial performance and highlights specific accomplishments. chapter comprises of three components: Chapter

- Component A: Statement of Financial Performance
 - Component B: Spending Against Capital Budget Component C: Other Financial Matters

The following are key notes taken from the financial statement for the 2012/2013 financial year. The municipality over spent on its operating budget by 22,8% and under spent on its capital budget by 9,3%. The municipality collect R377,277,696 in revenue and incurred expenditure of R365,056,651 Debtors collection period worsen from 28 days (2011/2012) to 34 days (2012/2013) During a tough economic year, the municipality had to introduce initiatives to handle and deal with price increase, especially those attributable to inflationary increases.

The municipality has an established and fully functional Financial Sustainability Committee, with the primary task of ensuring that the municipality remains financial sustainable for the foreseeable future. This committee is also responsible for introducing and managing cost-saving and revenue enhancing projects.

During the 2012/2013 financial year the municipality looked to decrease expenditure on both non-essential and essential items as it is well aware that public spending is a factor in rising inflation.

The municipality put stronger emphasis on luring investment to the area. The Victory Mail opened its doors in the 2012/2013 financial year. The municipality is also in the process of formulating an investment incentive policy. Influx of people into the area put further pressure on the municipality to increase spending. Therefor initiatives are currently being research to control influx of unemployed and unskilled people into the area.

Those inflationary increases that cannot be absorbed by the above mentioned initiatives are automatically transferred into municipal tariffs,

During the 2012/2013 financial year the municipality only appointed three consultants:

Mubesko Africa

Dombo du plessis & Partners

The table below contains consultants with the highest contract values in place during the 2012/2013 financial

Name of consultant	Type of service	Date of appointment	Value of award
AL Abbott & Associates	Provision of Services: Taking of Water and Sewage Samples, Analyzing and Monitoring it in the Towns of Botrivier, Caledon, Genadendal, Grabouw, Greyton, Riviersonderend and Villiersdorp for the Period from 01 December 2011 to 30 November 2012	January 2012	1,722,529
Dombo du Plessis & Partners	Provision of Professional Service: Grabouw Reservoir and Bulk Water Supply Pipeline and WTW Pump station Upgrading Phase 5	May 2013	1,336,621

Name of consultant	Type of service	Date of appointment	Value of award
Mubesko Africa	Compilation of AFS and Updating of FAR and Classification in terms of GRAP for a Three (3) Year Period	April 2013	1,678,140
ICE	Provision of Professional Services: Villiersdorp Reservoir and Bulk water upgrade	September 2012	583,851
Arcus Gibb	Upgrading of the IMQS computer system	April 2013	1,437,272

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

	Revenue C	Revenue Collection Performance by Vote	mance by Vote			
						R '000
	2011 / 12		2012-13		2012-13 Variance	ariance
Vote Description	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Vote 1 - Executive & Council	5 096	6271	7 325	8 363	33%	14%
Vote 2 - Finance & Admin	95 042	298 967	105 607	225 210	128%	113%
Vote 3 - Planning & Development	1 620	1731	3 091	(441)	-125%	-114%
Vote 4 - Community & Social Services	4 574	6 040	060 9	5 276	-13%	-13%
Vote 5 - Housing	1	318	318	(795)	-350%	-350%
Vote 6 - Public Safety	3 039	5734	5 418	4 169	-27%	-23%
Vote 7 - Sort & Recreation	(212)	264	174	(821)	411%	-572%
Vote 8 - Environmental Protection	_	1		(100)		
Vote 9 - Waste Management	20 277	23 495	23 245	20 855	-11%	-10%
Vote 10 - Waste Water Management	17 927	21516	20 156	19 130	-11%	-5%
Vote 11 - Roads Transport	3 878	5 440	4 773	2514	-54%	47%
Vote 12 - Water	37 466	46 780	44 592	33 478	-28%	-25%
Vote 13 - Electricity	58 989	67 020	65 500	61 356	-8%	%9-
Vote 14 - Other	55 406	75 936	87 883	(108)	-100%	-100%
Total Expenditure	303 101	359 511	374 172	378 085	2%	1%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the original/adjustments	ference between	actual and origina	Wadjustments bu	dget by the origin	nal/adjustments	

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S.1 STATEMENTS OF FINANCIAL PERFORMANCE

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	lanigi10	Budget	18 nf T	lo griffling of	3ne mentiV	19gbuð lani 1	IsutaA	Loning district							
roudiness						2012/2013							LIOS	12012	
Description													Street, Square, Square,		

	Financial Perf	ormance of Op	Financial Performance of Operational Services	<u></u>		R '000
	2011/12		2012-13		2012-13 Variance	ariance
Description	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Operating Cost						,
Water	(310)	(9 644)	(9 234)	(1404)	-85.44%	-84.79%
Waste Water (Sanitation)	3 826	(2 038)	(64)	228	-111.17%	-454.39%
Electricity	(10 327)	(12 033)	(12 457)	(12 927)	7.43%	3.77%
Waste Management	4 759	(1 988)	(1 461)	1391	-169.99%	-195.26%
Housing	3 867	5 791	5 807	4 280	-26.09%	-26.30%
Component A: sub-total	1816	(19 911)	(17 408)	(8 432)	-57.65%	-51.56%
Roads/(Stormwater Drainage)	20 200	23 544	21 040	21 651	-8.04%	2.90%
Component B: sub-total	20 200	23 544	21 040	21 651	-8.04%	2.90%
Planning	9 594	11 329	12 126	11 300	-0.25%	-6.81%
Local Economic Development	3 080	1435	1444	1334	-7.00%	-7.58%
Component B: sub-total	12 674	12 763	13 570	12 634	-1.02%	-6.89%
Planning (Strategic & Regulatary)						
Local Economic Development						
Component C: sub-total	,	1		1		
Community & Social Services	(9)	(1245)	(1 294)	725	-158,22%	-156.01%
Enviromental Proctection	109	(100)	135	124	-224.17%	-8.08%
Security and Safety	1738	2 534	6 586	(7 194)	-383.88%	-209.22%
Sport and Recreation	7 545	7 139	7 042	7 281	2.00%	3.39%
Component D: sub-total	9 385	8 327	12 469	937	-88.75%	-92.49%
Total Expenditure	44 074	24 724	29 671	26 790	7.71%	-9.71%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the original/adjustments	erence between	actual and origina	Vadjustments bud	get by the origin	nal/adjustments	

5.2 GRANTS

Committee Comm	TA.	Gran	Grant Performance	nce			
9% Adjustmen (%) Budget (%) 17% (%) 9% (%) 9% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6%		.2011/12		2012/13		2012/13	Variance
18% 18% 18% 17% 17% 17% 17% 18% 18% 18% 18% 18% 18% 18% 18% 18% 18	Description	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
18% 18% 18% 17% 17% 17% 19% 19% 19% 19% 19% 19% 19%	Operating Transfers and Grants						
9% 9% 11% 18% 19% 19% 19% 19% 19% 19% 19% 19% 19% 19	National Government	69 943	86 111	101 337	100 473	17%	.1%
18% 9% 9% 77% 99% 98% 98% 98% 98% 98% 98% 98% 98% 98	Equitable share	44 750	53 343	53 343	53 343		%0
9% 17% 17% 17% 18% 17% 17% 17% 18% 18% 19% 19%	Municipal Systems Improvement	1 336	908	008	<u>8</u> 2		78,
9% 17% 17% 17% 17% 17% 17% 17% 17% 17% 17	Department of Water Affairs		300	300	1		Š
9% 17% 17% 15% 10% 10% 10% 10% 10% 10% 10% 10% 10% 10	Levy replacement				1		
91% 91% 91% 98% 98% 17% 17% 17%	Local Government Financial Management Grant (FMC	1716	1 500	1 390	1641	80	18%
91% 91% 17% 15% 98% 17% 177.	Municipal Infrastructure Grant (MIG)	19 550	26 174	28 201	28 092	82	%0
91% 91% 98% 00% 00% 00% 1	National Electrification Programme	1 000	3 000	3 000	3 000	%0	%0
91% -5% -25% 00% 98% -7%	Expanded public works programme (EPWP)	1 464	984	1 930	1 160	17%	-40%
91% -5% 0% 0% 0% 0% -7%	Neighbourhood Development Programme Grant	127		1 873	1 796		-4%
25% -5% 0% 0 0% 0 0% 0 0% 0 0 0 0 0 0 0 0 0 0	Regional Bulk Infastructure Grant	717	5 500	10 500	10 500	91%	
-4% 00% 00% 00% 98%	Provincial Government	38 831	47 374	50 883	44 874	-5%	-12%
	Health subsidy		٠	,			
25% 0% 0% 0% -7%	Housing	31 624	38 762	40 247	37 308	*4-	%2-
25% -5 0% 0 0% -2 -2% -3 -73	Ambulance subsidy	٠		'	·		
. 55% 0 0% 0 0% . 3 . 3 . 3 . 9 . 9 . 7 . 7	Sports and Recreation		4	144	141	%0	%0
.25% 0 % 98% .7%	Local Government Financial Management Grant (FMC	•	1	400	1		
%86 %886 %4.	CDW Operational Support Grant	145	189	313	142	-25%	-55%
.7%	Maintenance of prodaimed main roads	2 828	108	108	108	%0	%0
98%	Library Service conditional Grant	4 234	5 671	5 671	5 671	%	%0
.3 .7%	Community Centre		2 500	2 500			
%86 %86	Public Transport Infrastructure Grant	-		1 500	1 500		%0
%88 %L:	District Municipality:	0	0	62	0		
%86 %L-	Muti Purpose Bus		0	79	0		
%2.	Ofher grant providers:	1 219	006	2 300	1 780	%86	7066
	GIS	22	-		,		
%/ ₂ %6	LGSETA	640	I	1	409		
%1.	DBSA LEDI	222	1	009	368		-39%
%6	HAN		006	906	837	.7%	-7%
%6	70		1	800	165	•	-79%
Variances are calculated by dividing the difference between actual and original/adjustments	Total Operating Transfers and Grants	110	134 385	154 581	147 126	%6	-5%
	Variances are calculated by dividing the c	difference be	etween actu	al and origina	ıl/adjustme	ents	

Variances between actual and original budget was mostly attributed to the fact that roll-overs was not budgeted

The following grants had an actual vs. adjustment budget variance greater than 10%:

MSIG

Variance = 15%

Variance = 66%. Previously EPWP was an incentive grant. The municipality would use funds for EPWP and later claim funds back from National Treasury for expenditure incurred

received. Therefor the amount received under EPWP accumulated and rolled over for a number of financial years. The EPWP is now a conditional grant and must be spent in accordance tp conditions of the grant. The effect was that the municipality struggled to spent the money received in previous after money Expenditure that was incurred was not correctly allocated (allocated to EPWP) financial years in the 2012/2013 financial year

Variance = 120%.

No expenditure was incurred in respect of the Community Centre Grant. The transfer of the Grant only realized in March 2013. Thereafter the SCM processes further delayed spending on the Grant. Contracted was only appointed in June 2013. The grant will however be spent within the 2013/2014 financial year.

Multipurpose Bus

No money was spent during the 2012/2013 year. The multipurpose bus was purchases in previous financial year. Due to the nature of the grant the municipality can't use the grant for any other expenditure except expenditure on the multipurpose bus.

DBSA LEDI

Variance = 63%. This is a condition grant with no time limit for grants to be spent.

Variance = 384%. This is a condition grant with no time limit for grants to be spent.

No expenditure budget is allocated to this grant. However provision was made for income amounting to R226, 537. The municipality pays for expenditure incurred and then reclaim from the grant. The expenditure incurred amounted to R409, 000. The nr of employees attending training and workshop exceeded the projected/budgeted amount.

Details of Donor Actual Actual 2012/13 Date Grant Date Nature and benefit from the governments of Sant Grant Municipal terminates Municipal received, include description contributions in kind terminates Contribution contributions in kind terminates Contributions in kind terminates Contributions in kind terminates Contributions in kind terminates Contribution contributions in kind terminates Contribution Contributions in kind terminates Contribution Contributions in kind terminates Contribution Contributions in kind terminates Contributions in kind termina		Grants	o vereived	right sources	Super Lagra	vision of Rever	Tue Act (DoRA)
- Youth Development Industial Development	Details of Donor	Actual Grant 2011/12	Actual Grant 2012/13	2012/13 Municipal Contribution	Date Grant terminates	Date Municipal contribution terminates	Nature and benefit from the grant received, include description of any contributions in kind
- Youth Development Industial Development	Parastatals						
- Youth Development Industial Development	A - DBSA LEDI	557		ı			
Industrial Development	HAN		897				Vouth Develorment
	DC		800				Industrial Development
				500			
	Foreign Governm	ents/Develo	opment Aic	Agencies			
	Private Sector / Or	ganisations					
	rovide a compreh	ensive respo	onse to this	schedule			TECS

5.3 ASSET MANAGEMENT

Overview

Theewaterskloof Municipality have a centralised Asset Management Unit based in Caledon. The unit is responsible for all asset related functions throughout the entire region consisting of eight (8) towns.

Key Elements from the Asset management Policy (AMP)

is one of the prime mechanisms by which The proper utilization and management of assets municipality can fulfil its constitutional objectives for:

Delivery of sustainable services;

0

Promotion of Social and economic development;

0 0

- Promoting a safe and healthy environment and,
- Providing for the basic needs to the community.
- The municipality has a legal and moral obligation to ensure it implements policies to provide for the effective and efficient usage of its assets over the useful life thereof.
- The asset management policy deals with the municipal rules required to ensure the enforcement of appropriate stewardship of assets.
- Stewardship has three components being the:

Management, utilization and control by the Municipal Officials.

0 0

- Financial administration by the Chief Financial Officer, and
- Physical administration by the Manager: Risk, Assets & Insurance
- public property against arbitrary and inappropriate management or disposal by a local government.
- Accounting standards are set to ensure the appropriate financial treatment for property, plant and equipment. The requirements of these accounting standards include:
- The compilation of asset registers recording all assets controlled by the municipality.
- Accounting treatment for the acquisition, disposal, recording and depreciation of property, plant and equipment.
- The standards to which these financial records must be maintained

The Municipal Manager is responsible for the management of the assets of the municipality, including the safeguarding and the maintenance of those assets.

The Municipal Manager must take all reasonable steps to ensure that:

- The municipality has and maintains a management, accounting and information system that records all the assets of the municipality;
- The municipality's assets are valued in accordance with recognised standards as prescribed by statutes and/or regulations;
- That the municipality has and maintains a system of internal control of assets, including an
- That Senior Management comply with this policy.

The Chief Financial Officer is responsible to the Municipal Manager to ensure that the financial investment in the municipalities' assets is properly recorded.

The Chief Financial Officer must take all reasonable steps to ensure that:

- Appropriate systems of financial management and internal controls are established and carried out diligently;
- and other resources of the municipality are utilized effectively, efficiently, economically and transparently; financial
- Any unauthorized, irregular or fruitless or wasteful expenditure, and losses resulting from criminal or negligent conduct, are prevented;
- The systems, processes and registers required to substantiate the financial values of the municipality's assets are maintained to standards sufficient to satisfy the requirements of all statutes;
- Financial processes are established and maintained to ensure the municipality's financial resources are optimally utilized through appropriate asset plans, budgeting, purchasing, maintenance and disposal decisions;
- The Municipal Manager is appropriately advised on the exercise of powers and duties pertaining to the financial administration of assets;
- The Directors and senior management teams are appropriately advised on the exercise of their powers and duties pertaining to the financial administration of assets;

performing these functions but will remains accountable for ensuring these activities are performed. responsibility assign otherwise delegate may Financial Chief

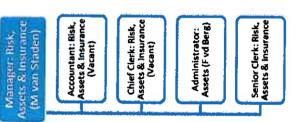
The Directors must take all reasonable steps to ensure that:

- Appropriate systems of physical management and controls are established and carried out for assets in their areas of responsibility;
- The municipal resources assigned to them are utilized effectively, efficiently, economically and transparently;
- The assets under their control are appropriately safeguarded and maintained to the extent necessary and that risk management systems are in place and applied.
- wasteful expenditure, and losses resulting from Any unauthorized, irregular or fruitless or v criminal or negligent conduct, are prevented; unauthorized,
- The asset management systems and controls can provide an accurate, reliable and up to date record of assets under their control.
- They are able to justify that their asset plans, budgets, purchasing, maintenance and disposal decisions optimally achieve the municipality's strategic objectives.
- The purchase of assets complies with all municipal policies and procedures.
- All moveable property, plant and equipment is duly processed and identified and inspected as being in order before it is received into their stewardship.
- All moveable assets received into their stewardship are appropriately safeguarded against inappropriate use or loss. This will include control over the physical access to these assets and regular stock takes to ensure that no losses have occurred. Any known losses should be immediately reported to the Chief Financial Officer.
- Assets are appropriately utilized for the purpose for which the municipality acquired them.

The Director may delegate or otherwise assign responsibility for performing these functions but will remain ultimately accountable for ensuring these activities are performed.

Asset Management Unit (AMU)

The organogram extract of the AMU on the next page represent the current human resource allocation.



There are currently no capacity development initiatives in terms of the AMU.

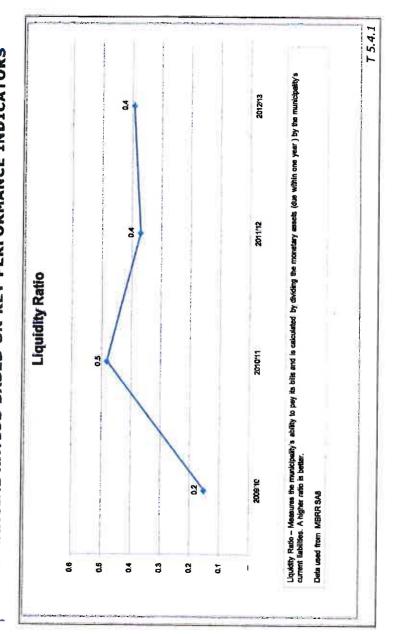
	Asset 1			
Name	Grabouw Water Punfication Plant	infication Plant		
Description	Upgrading of Grabouw Water Purification Works - Phase 1 Design.	ouw Water Purif	cation Works - Pha	ase 1 Design.
AssetType	Fixed Asset			0
Key Staff involved	N Keyser			
Staff Responsibilities	Project Management	nt		
	Year -2009/2010	Year -2010/2011	Year -2011/2012	Year 2012/13
Asset Value				31 085 661.39
Capital Implications	Maintenance cost and financing	and financing		
Future Purpose of Asset	Povision of clean drinking water to a community	rinking water to	a community	
Describe Key Issues	Fast growing community	nunity		
Policies in Place to Manage Asset	Asset Management Policy	t Policy		
	Asset 2	.2		
Name	Grabouw Sewerage treatment Work	treatment Wor		
Description	Upgrading of Grabouw Sewage Treatment Works, Civil Works Phase	uw Sewage Trea	tment Works. Civil	Works Phase
Asset Type	Fixed Asset			
Key Staff Involved	N. Kayser			
Staff Responsibilities	Project Management	nt		
	Year -2009/2010	Year -2010/2011	Year -2011/2012	Year 2012/13
Asset Value				14 600 742.61
Capital Implications	Maintenance cost and financing	ind financing		
Future Purpose of Asset	To make provision for and treat the domestic waste generated from	for and treat the	domestic waste ge	enerated from
Describe Key Issues	Fast growing community	unity		
Policies in Place to Manage Asset	Asset Management Policy	Policy		
	Asset 3	3		
Name	Villiersdorp Reservoir	oir		
Description	Construction of Villiersdorp Reservoir and Related Connecting Pipe	iersdorp Reserv	oir and Related Cor	nnecting Pipe
Asset Type	Fixed asset			
Key Staff Involved	L. Parnell			
Staff Responsibilities	Project Project Management	agement		
Asset Value	Year -2009/2010	Year -2010/2011	Year -2011/2012	Year 2012/13
Capital Implications	Maintenance cost and financing	nd financing		1 050 97 0.51
Future Purpose of Asset	Increase the storage capacity of clean drinking water	e capacity of cle	an drinking water	
Describe Key Issues	shortage of storage capacity	capacity		
Dollore in Diana to Manage Appare				

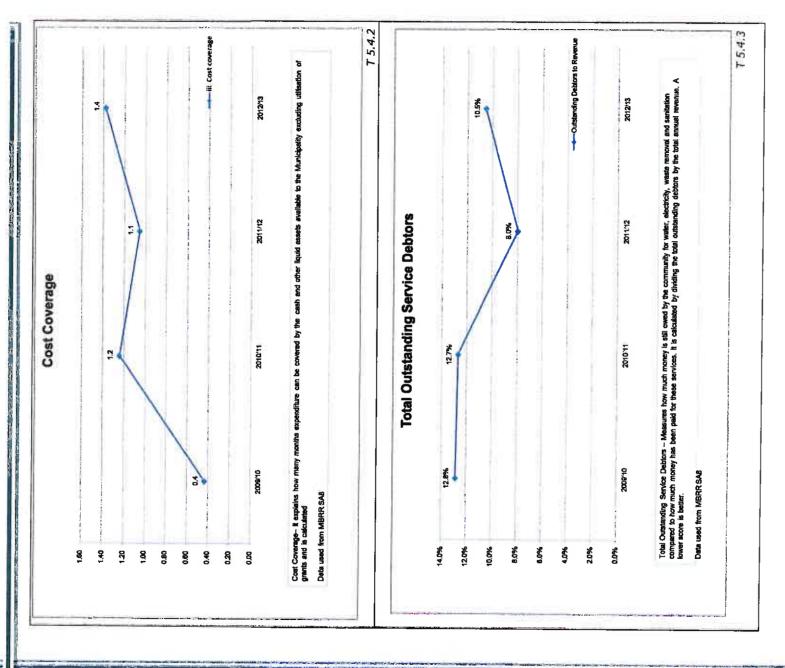


7.23%	17 849	17 543	16 646	Repairs and Maintenance Expenditure
Budget variance	Actual	Adjustment Budget	Original Budget	
R' 000				
	2/13	Expenditure: 201	Repair and Maintenance Expenditure: 2012/13	Repair a

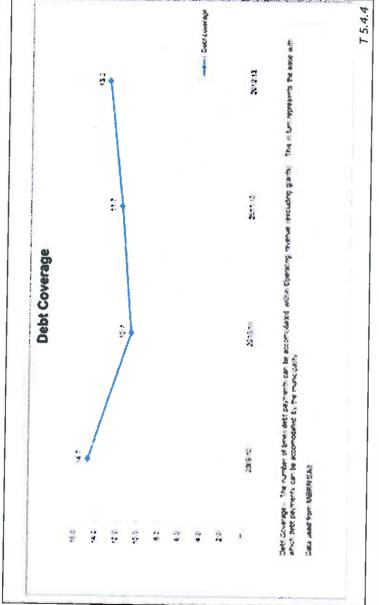
Repairs and maintenance as percentage of PPE will be gradually increased to target of 8% (currently 5.6%). Repairs and Maintenance represent 4.8 % of operating budget vs. the general norm of 10%. The municipality has started placing strong emphasis on repairs and maintenance. These two line items are now being accounted for separately so that it can be determined how much money is being spent on repairs and what portion are being spent on maintenance. It is believed that these two are inverses of each other; increase on the one should translate in a decrease in the other.

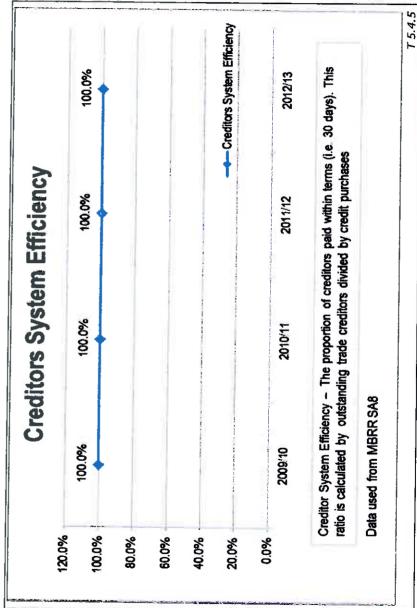
BASED ON KEY PERFORMANCE INDICATORS RATIOS FINANCIAL 5,4

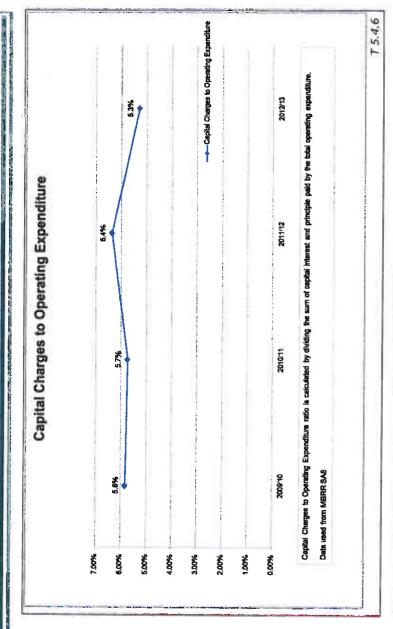


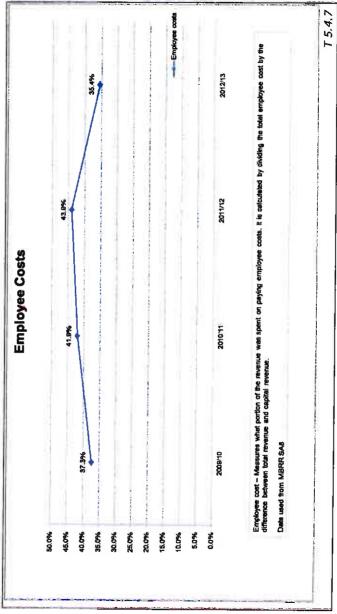


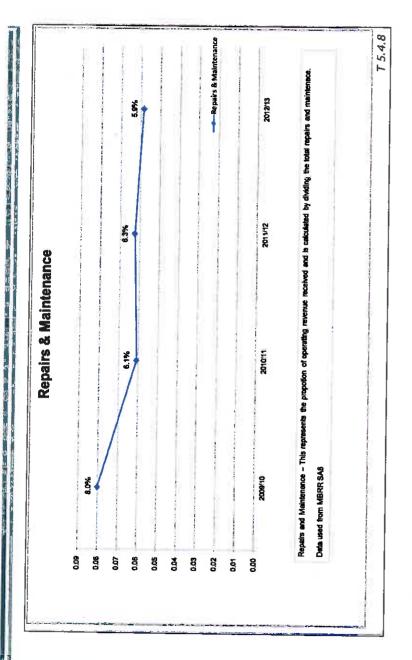
A CONTRACTOR OF THE PARTY OF TH











Ratings Africa recently did an assessment on the financial sustainability of the municipality. Unaudited figures were used however the results from the audited Statements reflect even greater improvement than those figures used by Rating Africa. The draft report by Ratings Africa allocated Theewaterskloof municipality a score for financial sustainability. This is an improvement from the previous financial year (33). This represents a fairly financially sustainable municipality. Theewaterskloof is one of the poorest municipalities; the high level of spending by the municipality on infrastructure has obviously effected the financial position, operating performance and liquidity. It is estimated that this high level of spending will benefit service delivery in future. Over the last three years Theewaterskloof operating performance was relatively weak. Operating expenditure was growing at a much higher rate than revenue. However in 2012/2013 financial year, the municipality turned a deficit of R20, 710, 708 (2011/2012) into a surplus of R12, 221,045.

Liquidity Ratio

There is a difference in calculation between the general calculation of liquidity and the requirements of the annual report. The above ratio indicate a liquidity ratio of 0.4 however the Audit Report shows this ratio to be 0.88. The general norm for liquidity is a ratio of higher than 1.5. Although the ratio improved from the previous financial year TWK's remains under pressure as reflected by the working capital shortfall of \pm R8.8m. It is caused by the pressure on the operating performance and the high spending on infrastructure. The collection rate of 85% is not ideal and adds to the liquidity pressures on the municipality.

Cost Coverage

This ratio indicates the period that the municipality is able to cover expenditure through cash and other liquid assets. The general norm relatively safe ratio is considered to be1 to 3 months. (A municipality should have at least between one to three months' worth of cash to meet expenditure. Currently Theewaterskloof has a cost financial year (1.1 months cash available). The municipality has already introduced ways to improve available cash e.g. Data cleansing, Door to Door debt collection project, traffic fines project etc. All these projects are coverage ratio of 1.4 months. This means that the municipality available cash (and other liquid assist) are only enough to finance expenditure for ± 43 days. Although this is not ideal, it is an improvement from the aimed at revenue enhancement and will have a positive impact on the municipality's cash resources.

Total Outstanding Service Debtors

the national avg. When prices and inflation increases at a greater that then household income, municipalities This measures money owed to the municipality in respect of water, electricity, refuse and sanitation compared to the money paid for these services. The municipality's position worsened during the current financial year. One has to keep in mind that this ratio is affected by the relatively low household income which is well below suffer the consequences as people now have less money to pay for municipal services (which is generally the last creditor on the household list).

Creditors System Efficiency

audit report suggested that the municipality in certain instances exceed this period, however this was do the creditors invoices amounting to R21m received in July for work performed in June 2013. The invoices were The municipality always pays all creditors within 30 days of receiving the invoice as required by the MFMA. The included in the financial statements but the payment of these invoices was excluded.

Employee Related Cost

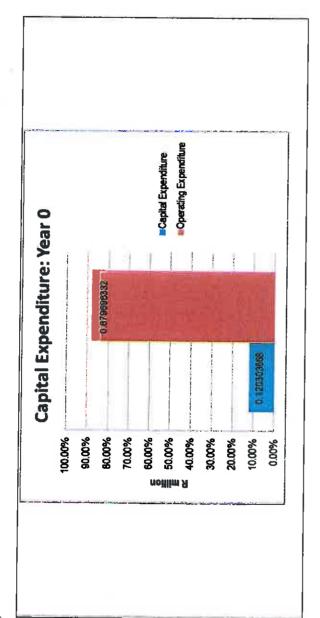
expenditure. The municipality's employee related expenditure as a percentage of total expenditure for the The ratio measures what portion of your revenue is spent on employees. The ratio for the 2012/2013 was general norm to measure employee related cost is to see it in the light of total expenditure budget. Because of 35.4%, this is a decrease from the 2011/2012 year where 43.9% of revenue was spent of employees. delivery, employee cost should not exceed 38% 2012/2013 financial year was 30. %. This is within the acceptable norm. the labour intensive nature of municipal service

Repairs and Maintenance

The purpose of this ratio is to determine whether municipalities are spending adequate amounts on repairs and maintenance of Property Plant and Equipment in order to maintain the useful life of these assets. The repairs and maintenance ratio above suggest that the municipality has only spent 5.9% of revenue on R&M. The general norm for this ratio is 10% of total expenditure. The municipality had a ratio of 4.8% (of total operational expenditure) for the year 2012/2013. The municipality however will look to increase this percentage to 8% over the next two financial years to ensure that adequate repairs and maintenance are done to enable assets to maintain their useful life.

COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.5 CAPITAL EXPENDITURE



6 SOURCES OF FINANCE

Details Finance al loans contributions and donations s and subsidies	2011/2012 Actual					
tails ons and donations sidies	ctual			2012/2013		
Source of finance External loans Public contributions and donations Grants and subsidies		Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
External loans Public contributions and donations Grants and subsidies	-					
Public contributions and donations Grants and subsidies	18 576	Ξ	=	5 455	%00.0	48280%
Grants and subsidies						
	42 662	61	29	68 373	10.68%	112252%
Umer	3 663	4	19	14 313	378.52%	362535%
Total	64 901	92	86	88 141	28%	115756%
Percentage of finance						
External loans	28.6%	14.8%	11.6%	6.2%		
Public contributions and donations	0.0%	0.0%	%0'0	0.0%		
Grants and subsidies	65.7%	80.0%	69.1%	77.6%		
Other	5.6%	5.2%	19.4%	16.2%		
Capital expenditure		1				
Water and sanitation	25 634	33	38	99	12.43%	-10%
Electricity	6 218	6	12	80	35.33%	-7%
Housing	17 183	24	25	33	6.27%	40%
Roads and storm water	4 309	5	တ	8	74.04%	54%
Other	11 553	9	14	6	173.42%	74%
Total	64 898	92	86	88	78%	16%
Percentage of expenditure						
Water and sanitation	39.5%	43.9%	38.5%	34.2%		
Electricity	89.6	11.2%	11.8%	8.9%		
Housing	26.5%	31.1%	75.8%	37.5%		
Roads and storm water	%9'9	7.1%	%9.6	9.4%		
Officer	17.8%	6.7%	14.2%	10.0%		



CAPITAL SPENDING OF 5 LARGEST PROJECTS 5

	-				S ×
Name of Project	-D	Current Year: 2012/13	/13	Variance Current Year: 2012/13	rrent Year: :/13
	Original Budget	Adjustment Budget	Actual	Original Variance (%)	Adjustment
A - Low cost housing projects	23 682	25 167	33 113	40%	37%
B - Upgrading of waste water treatment plan in Grabouw	16 392	22 225	11 890		-47%
C - Upgrading of waste water treatment plan in Villiersdorp	5 130	293	237		-19%
D -Electrification in Goniwe Park	4 000	3 490	2779		-20%
E - Road Upgrade: Protea Street Dennekruin	3 280	1970	1729		-12%
* Projects with the highest capital expenditure in Year 1					
Name of Project - A	A - Low root bouring and and	rion paint			
Objective of Project	Provision of bas	Provision of basic human settlements	nents		
Delays					
Future Challenges Anticipated citizen benefits					
Name of Project - B	B - Upgrading of	waste water tre	B - Upgrading of waste water treatment plan in Grahouw	Stabour	
Objective of Project	Treatment of do	mestic waste ge	Treatment of domestic waste generated through the sewerage system	the sewerage	vetom
Delays					
Future Challenges					
Anticipated citizen benefits					
Name of Project - C	C - Upgrading of	waste water tre	C - Upgrading of waste water treatment plan in Villiersdom	/illiersdom	
Objective of Project	Treatment of do	mestic waste ge	Treatment of domestic waste generated through the sawerage system	the sewerage c	vetem
Delays		3	0	100	Joseffi
Future Challenges					
Anticipated citizen benefits					
Name of Project - D	D - Electrification in Goniwa Park	in Goniwa Park			
Objective of Project	Provision of electricity to informal cottlements	tricity to inform	ol cottlomonts		
Delays		and to morning	al setticiliei its		
Future Challenges					
Anticipated citizen benefits					
Name of Project - E	E - Road Upgrade: Protea Street Dennekruin	:: Protea Street	Dennekruín		
Objective of Project	Upgrading and maintanance of roads	aintanance of ro	ads		
Delays	0				
Future Challenges					

BASIC SERVICE AND INFRASTRUCTURE BACKLOGS-OVERVIEW 00 L/1

	Service Back	Service Backlogs as at 30 June Year 0	ar 0	
				Households (HHs)
	*Service level above minimun standard	minimun standard	***Service level below minimun standard	minimun standard
	No. HHs	% HHs	No. HHs	% HH\$
Water	23788	%		%
Sanitation	24153	%		%
Electricity	0009	%		%
Waste management	19196	%	9382	%
Housing		%		%
% HHs are the service above/below minimum standard as a proportion of total HHs. 'Housing' refrs to * formal and	minimum starndard as a pro	oportion of total HHs. 'Hous	sing' refrs to * formal and	
** informal settlements.				T 5.8.2

Major conditions applied by donor (continue to the top top top top top top top top top top	Major conditions applied by donor (continue to the total state of the	Budget Adjustments Actual Variance Major conditions applied by donor (confinue)					ic) Lapellouin	memory and the particular of the particular of the particular	R. ODG
tensport 4 464 6 480 5 772 29% Budget Adjust-me fits & Bridges	Budget Adjust-ments Budget Adjust-ments	6 480 5 772 29% Budget Adjust me 525 461) etal	Budget	Adjustments Budget	Actual	Vari	апсе	or (confinue t
tris & Bririgos 5772 29% tris & Bririgos 5772 29% tris & Bririgos 5772 29% tris 7 656 7 180 6 29918% tris 7 656 7 180 6 29918% tris 7 656 7 180 6 29918% tris 7 656 7 180 6 299 tris 7 872 872 ent 977 872	Foads, Pavements & Bridges 6 480 5 772 29% -11% Foads, Pavements & Bridges -12% -12% Generation Fasculation 7 666 7 180 6 299 -18% -12% Instituture - Lebritchy -2 656 7 180 6 299 -18% -12% Instituture - Lighting 7 666 7 180 6 299 -18% -12% Instituture - Lighting -1 666 7 180 6 299 -18% -12% Instituture - Sanitation 14 064 11 012 9 659 -31% -12% Reticulation Reticulation -2 6 174 28 174 23 062 -12% -12% Instituture - Chier -2 6 174 28 174 23 062 -12% -12% Instituture - Chier -2 6 174 28 174 23 062 -12% -12% Instituture - Chier -2 6 174 28 174 23 062 -12% -12% Instituture - Chier -2 6 174 28 174 23 062 -12% -12% Instituture - Chier -2 6 174 28 174 23 062 -12% -12% Instituture - Chier -2 6 174 23 062 -12% -12% -12% Instituture - Chier -2 6 174 23 062 -12% -12% -12% Instituture - Chier -2 6 174 23 062 -12% -12% -12% Instituture - Chier -2 6 174 23 062 -12% -12% -12% Instituture - Chier -2 6 174 23 062 -12%	6 480 5 772 29% 525 461 -18% 7 180 6 299 -18% 977 872 -31% 14 012 9 659 -31% 977 872 -12% 18 12 -12% -12% 18 23 062 -12% -12% 18 24 04 difference backlogs, mainhy. Water, Sanitation on in sarvice backlogs, mainhy. Water, Sanitation of the difference is set out at Appendix M: note also				1	Budget	Adjust-ments Budget	
ing & Bridges icity	Roads, Pevements & Bridges 461 -12% Storm water -12% -12% Generation -12% -12% Generation -12% -12% Transmission & Reticulation 7 866 7 180 6 289 -18% Infrastructure - Water 7 856 7 180 6 289 -12% Meter purification 14 054 11 012 9 659 -31% -12% Reticulation 14 054 11 012 9 659 -31% -12% Severage purification 977 872 -11% Severage purification 977 872 -11% Mestructure - Other 977 872 -12% Mestructure - Other 977 872 -12% Affect Specify: 26 174 28 674 28 622 -12% Other Specify: 26 174 28 602 -12% -12% Most Secretify of the usering on the upgraded and renewed infrastructure is set out at Appendix M; note also -12% -12%	7 180 6 299 -18% 7 180 6 299 -18% 11 012 9 659 -31% 977 872 12% 26 174 23 062 -12% a reduction in service backlogs, mainly. Water, Sanitation enewed infrastructure is set out at Appendix M; note also d by dividing the difference between actual and	Infrastructure - Road transport	4 464	6 480	5772	29%	-11%	
telty — 625 461 Peticulation 7 856 7 180 6 299 -18% for 14 054 11 012 9 659 -31% ent 977 872 ent 977 872 ent 872 ent 872 ent 872 ent 872 ent 872 ent 872 ent 872	Storm water Siz5 461 -12% -12%	525 461	Roads, Pavements & Bridges						
teticulation 7 656 7 180 6 29918% 100 1 14 054 11 012 9 65931% 100 1 14 054 11 012 9 659 100 100 100 100 100 100 100 100 100 10	Infrastructure - Electricity	525 461 7 180 6 299 18% 11 012 9 659 -31% 977 872 126 174 23 062 12% 186 23 062 12% 187 872 188 872 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977 188 977	Storm water						
testiculation 7 656 7 180 6 29918% firs 7 180 6 29918% firs 6 29018% firs 6 290 6	Generation Tensmission & Reticulation Tensmission & Reticulation Tensmission & Reticulation Tensmission & Reticulation T656 T180 6299 -18% -12% -12% T800 1100 9659 -31% -12% T800 1100 9659 -31% -12% T800 1100 9659 -31% -12% T800 1100 9659 -31% -12% T800 1100 9659 -31% -12% T800 1100 977 872 1100 9659 -31% -31% -31% -30% -3% -	7 180 6 29918% 11 012 9 659 -31% 977 872 12% 12% 12% 12% 14%	Infrastructure - Electricity	J	525	461		-12%	
tirs 7 180 6 29918% firs 7 180 6 29918% fon 14 064 11 012 9 65931% ent 977 872 ent 872 14 28 174 28 174 23 06212%	Tensmission & Reficulation 7 656 7 180 6 299 -18% -12	7 180 6 29918% -18% -11012 9 65931% -12	Generation						
frs 7 656 7 180 6 29918% 100 1 14 054 11 012 9 65931% 14 054 11 012 9 659 10 10 10 10 10 10 10 10 10 10 10 10 10	Street Lighting 1 866 7 180 6 299 -18% -12%	7 180 6 29918% 11 012 9 659 -31% 977 87212% 8 reduction in service backlogs, mainty: Water, Sanifation of the difference between actual and d by dividing the difference between actual and	Transmission & Reticulation						
trs 7 866 7 180 6 29918% bloon 14 054 11 012 9 65931% enter 977 872 ent 977 872 1 26 174 26 174 23 06212%	Infrastructure - Water	7 180 6 29918% 11 012 9 65931% 977 87212% 26 174 23 06212% service backlogs, mainty: Water, Sanifation on service backlogs, mainty: Water, Sanifation of the world infrestructure is set out at Appendix M; note also d by dividing the difference between actual and	Street Lighting						
tion 14.064 11.012 9.659 -31% after 977 872 and 12.06.174 28.174 23.062 -12%	Dams & Reservoirs Water purification Reticulation Reticulation Reticulation Sewerage purification Infrastructure - Other Sewerage purification Infrastructure - Other Waste Management Transportation Gas Other Specify: Cobal Cobal 26 174 23 062 -12% Ald is a government grant program designed to fund a reduction in service backlogs, mainty: Water; Sentiation; Orabido and renewed infrastructure is set out at Appendix M; note also	11 012 9 659 -31%	Infrastructure - Water	7 656	7 180	6 2 3 9	-18%	.12%	
tion 14.064 11.012 9.659 -31% ation 977 872 ent 977 872 26.174 28.174 23.062 -12%	Water purification Feticulation 14 064 11 012 9 659 -31% -12% Reticulation Sewerage purification 977 872 -11% Maste Management 977 872 -11% Iransportation Gas -12% -12% Other Specify: 10 of 10	11 012 9 659 -31% 977 872 -12% 26 174 23 062 -12% a reduction in service backbgs, mainly. Water, Senitatic one wed infrastructure is set out at Appendix M; note ask of by dividing the difference between actual and	Dams & Reservoirs			-			
tion 14.064 11.012 9.659 -31% ent 977 872 ent 26.174 28.174 23.062 -12%	Retculation 14 054 11 012 9 659 -31% -12% Retculation 14 054 11 012 9 659 -31% -12% Sewerage purification 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 872 -11% Infastructure - Other 977 877 877 -11% Infastructure - Other 9 659 -11%	11 012 9 659 -31% 977 872 -12% 26 174 23 062 -12% a reduction in service backbgs, mainly: Water, Senifatic one wed infrestructure is set out at Appendix M; note ask d by dividing the difference between actual and	Water purification						
ibon 14 064 11 012 9 659 -31% exton 977 872 ent 977 872 ent 11 010 11 010	Infrastructure - Sanitation 14 054 11 012 9 659 -31% -12% Reticulation Sewerage purification 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -11% Infrastructure - Other 977 872 -12% Infrastructure - Other 977 9 659 9 659 9 6	11 012 9 659 -31% 977 872 -12% 26 174 23 062 -12% a reduction in service backbgs, mainly: Water, Sanifatic onewed infrastructure is set out at Appendix M; note als d by dividing the difference between actual and	Reticulation						
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ent 977 872 ent 26 174 26 174 23 062 -12%	Sewerage purification 977 872 -11% Weste Management -11% -11% Transportation Gas -12% -12% Other Specify: 26 174 23 082 -12% -12% MiG is a government grant program designed to fund a reduction in service backlogs, mainty. Water; Sanitation; Adoads: Electricity, Expenditure on new, upgraded and transwed infrastructure is set out at Appendix M; note also -12% -12%	977 872 26 174 23 062 -12% a reduction in service backlogs, mainty: Water, Sanifatio onewed infrastructure is set out at Appendix M; note also d by dividing the difference between actual and	Reticulation						
ent 872 872 872 872 872 873 873 874 875 875 875 875 875 875 875 875 875 875	Mast ucture - Other 977 872 -11% Waste Management -11% Transportation Gas Other Specify: -12% Otal -12% MiG is a government grant program designed to fund a reduction in service backlogs, mainty. Water; Sanitation; Adoads: Electricity, Expenditure on new, upgraded and transwed infrastructure is set out at Appendix M; note also	977 872 26 174 23 06212% a reduction in service backlogs, mainty: Water, Sanifatio onewed infrastructure is set out at Appendix M; note also d by dividing the difference between actual and	Sewerage purification						
titon 26 174 23 062 -12%	Waste Management Transportation Gas Other Specify: Cola MiG is a government grant program designed to fund a reduction in service backlogs, mainty. Water; Sanitation; Roads: Electricity, Expenditure on new, upgraded and transwed infrastructure is set out at Appendix M; note also	26 174 23 06212% matnty: Water, Sanifatio enewed infrastructure is set out at Appendix M; note also dby dividing the difference between actual and	Infrastructure - Other		977	872		11%	
ufon 26 174 26 174 23 082 -12%	Gas Gas Other Specify. Total Wild is a government grant program designed to fund a reduction in service backlogs, mainty. Water, Sanitation; Roads: Electricity, Expenditure on new, upgraded and transwed infrastructure is set out at Appendix M; note also	26 174 23 062 -12% reduction in service backlogs, mainly. Water, Sanifative less et out at Appendix M; note ask of by dividing the difference between actual and	Waste Management						
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26 174 26 174 23 062 -12%	Other Specify: Obel 26 174 23 062 -12% -12% MiG is a government grant program designed to fund a reduction in service backlogs, mainty. Water; Senitation; Obeds: Electricity, Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also	26 174 23 062 -12% reduction in service backlogs, mainty. Water, Sanifati enewed intrastructure is set out at Appendix M; note alk dby dividing the difference between actual and	Gas						
Obl 26 174 26 174 23 062 -12% -12%	Obel 26 174 28 174 23 062 -12% MIG is a government grant program designed to fund a reduction in service backlogs, mainty. Water; Sanitation; Appendix the on new, upgraded and renewed infrastructure is set out at Appendix M; note also	26 174 23 062 -12% areduction in service backlogs, mainly. Water, Senirationenewed intrastructure is set out at Appendix M; note ask of by dividing the difference between actual and	Other Specify:						
Obsi 26 174 23 062 -12% -12%	Odal 26 174 23 062 -12% -12% -12% -12% -12% Odests a government grant program designed to fund a reduction in service backlogs, mainty. Water; Sanitation; Odests Experitive to new, upgraded and renewed infrastructure is set out at Appendix M; note also	26 174 23 062 -12% a reduction in service backlogs, mainly. Water, Sanifatit enewed infrastructure is set out at Appendix M; note alk dby dividing the difference between actual and							
Total 26 174 26 174 23 062 -12% -12%	Total MIG is a government grant program designed to fund a reduction in service backlogs, mainty. Water; Sanitation; Programment grant program designed to fund a reduction in service backlogs, mainty. Water; Sanitation; Programment grant programment and fund service backlogs, mainty. Minote also	26 174 - 23 06212%12% a reduction in service backlogs, mainly. Water, Sanifativenewed infrastructure is set out at Appendix M; note ak d by dividing the difference between actual and							
0.71- 0.71- 7.00 CZ 1.1	Wild is a government grant program designed to tund a reduction in service backlogs, mainty Water; Sanitation; Roads; Electricity, Expenditure on new, upgraded and renewed mitrastructure is set out at Appendix M; note also	a reduction in service backlogs, mainly. Water, Sanifationenewed infrastructure is set out at Appendix M; note aik d by dividing the difference between actual and	Total	26 174	177 36	22.062	À	400	
	inio is a government grant program designed to turn a reduction in service backlogs, mainty: Water, Sanitation; Rodas: Electritise on new, upgraded and renewed mitrastructure is set out at Appendix M; note also	inic is a government grain program designed to turn a reduction in service backlogs, mainty. Water; Sanifation; Roads; Electricity, Expenditure on new, upgraded and renewed infrastructure is set out at Appendix M; note also The calculation of the variation. Versions are calculated by dividing the difference between actual and	100 (00)	1107	4/107	700 67	w.71-	~7L~	



COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

3.9 CASHFLOW

Cash flow is of vital importance to the health of a business. One saying is: "revenue is vanity, cash flow is sanity, but cash is king". What this means is that whilst it may look better to have large inflows of revenue from sales, the most important focus is cash flow

As municipalities face an extended period of declining revenues and rising costs, cash management becomes an increasingly important function. Utilizing cash reserves to maintain services or incorrectly estimating the timing of cash needs can result in shortages of cash to respond to critical emergency or operational needs, including payroll, debt service payments, equipment failure, lawsuits or unplanned repairs. Ineffective cash management can also result in reduced interest earnings.

During the financial year the following was identified to improve the municipality's cash flow position:

- Increased returns on investments
- Reduced borrowing to meet future cash flow needs
- Improved management of internal cash transfers between funds
- Understanding how new policies and mandates may impact cash position

A negative cash flow would means that the municipality is receiving less cash than it is spending.

	Cash Flow Outcomes			R.000
	2011/2012		20122013	
Description	Audited	Original	Adjusted	Actual
CASH FLOW FROM OPERATING ACTIVITIES			0	
Receipts				
Ratepayers and other	171 110	193 864	191 718	164 171
Government - operating	56 428	79 029	79 055	107 777
Government - capital	58 973	60 856	67 356	147 135
Interest	9 572	8 800	10 030	10 024
Public Contributions			}	1 697
Payments				
Suppliers and employees	-235 203	(256 842)	(257 734)	(210 906)
Finance charges	-13 857	(15 010)	(14 794)	(12 780)
Transfers and Grants	-638			(783)
NET CASH FROM/(USED) OPERATING ACTIVITIES	46	70 697	75 630	92 559
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE	3 689	3 750	4 500	8 398
Decrease (Increase) in non-current debtors		1	1	13
Decrease (increase) other non-current receivables	ന	1	ı	(79)
Decrease (increase) in non-current investments		i	1	
Payments			*****	
Capital assets	-65 246	(1/6)	(97 519)	(88 323)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(62)	3 674	(93 019)	(79 990)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans				
Borrowing long term/refinancing	21 385	11 275	11 275	(6 498)
Increase (decrease) in consumer deposits	95	250	250	, 61
Payments				
Repayment of borrowing	-7 520	(8 954)	(6 954)	
NET CASH FROM/(USED) FINANCING ACTIVITIES	14	2 572	4 572	(6 437)
NEI INCREASE/ (DECREASE) IN CASH HELD	-1 209	76 943	(12 816)	6 131
Cash/cash equivalents at the year begin:	23 054			21 414
Cash/cash equivalents at the year end:	21 844	76 943	(12 816)	27 545

At a very minimum a municipality should maintain a positive cash position. If the municipality does not reflect a positive cash position, it is the first indicator of financial distress. There are three sub-indicators used to provide a more holistic view of the cash position of municipalities. These are:

Did the municipality end the financial year with a positive or negative cash balance?

Are negative cash balances persistent - i.e. is the negative cash balance temporary in nature or is it indicative of deeper rooted financial difficulties prevalent in the municipality? Even if a municipality has a positive cash balance, should the municipality's revenue base be threatened, for how many months will the municipality continue to fund its' monthly operational expenditure? In other words, what is the cash coverage ratio of the municipality?

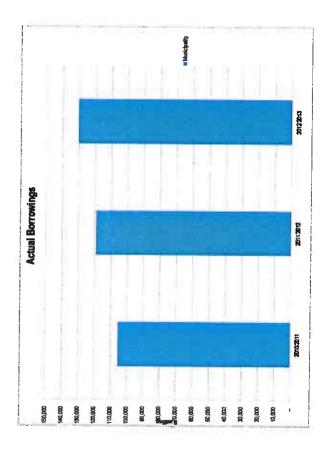
The municipality ended the financial year with a positive cash balance of R27.5m in comparison with the financial year 2011/2012 (R21.4) this was an increase of R6.1m. The variances in cash flow from operating activities and to a large extend those variances in investing activities was a result of the municipality being in the process of budget reforms and the budget, in terms of the Financial Position, was not adjusted in line with the latest requirements of GRAP. The variances in capital assets were as a result of under spending on the capital budget. As already explained the under spending on capital budget was due EIA requirements and late receipt of grants. The variance in respect of borrowings was as a result of loans not being taken up in the 2012/2013 financial year. Trade Payables also increased by R18m over the budgeted amount. The municipality ability to collect revenue due and payable to it has a huge impact on cash flow, achieving its target of 91% in the next financial year will improve the cash flow position significantly.

5.10 BORROWING AND INVESTMENTS

The municipality had a very high gearing ratio in the previous financial year. The higher this ratio the more the municipality is considered to be a risk with regards to that ability of the municipality to pay the interest and capital repayments of future borrowings. Therefor the municipality made a decision not to take up any loans in the 2012/2013 financial year.

The municipality mostly has call deposits to ensure that when it runs into cash flow problem investment as Due the municipalities limited cash resources it is difficult to invest large amounts of money for long periods. relatively easy to access.

Dafriment	***************************************	1004410040	00000000
	2010/2011	7107/1107	2012/2013
MUNICIPALITY			
Long-Term Loans (annuity/reducing balance)	105,352	119,167	112,660
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit		arr. 10	
Financial Leases	48	96	107
PPP liabilities		L	
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			1
Municipality Total	105,400	119,265	112,767
Municipal Entities			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases			
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			



			R' 000
Investment* type	2010/2011	2011/2012	2012/2013
M M	Actual	Actual	Actual
Municipality			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	15 394	15,042	20.740
Deposits - Public Investment Commissioners		710 01	01/07
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	15 394	15.042	20 740
		200	24/02
Municipal Entities			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank			
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	0	0	C
Consolidated total:	15 394	15 042	20 740
			T 5.10.4

		1 1	1	!



COMPONENT D. OTHER FINANCIAL MATTERS

5.11 SUPPLY CHAIN MANAGMENT

The Manager: Expenditure did not complete minimum competency training as she retired. The post is The Head: SCM is still in process of attaining his minimum competency certificate (estimated date of completion March 2014) and has undergone various informal training courses. Provincial Management practitioners of all Western Cape municipalities. The Head: SCM together with one other official in the SCM unit attends these quarterly SCM forum meetings. These meetings provide a platform to the SCM office to engage with other municipalities on the challenges of implementing the SCM policy. It is estimated Treasury has established a Supply Chain Management forum consisting of individual Supply that the Head SCM will complete his MMC course by currently vacant.

5.12 GRAP COMPLIANCE

During the financial year 2012/2013 the municipality was fully GRAP compliant with all applicable GRAP standards.

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FINDINGS AUDIT - AUDITOR GENERAL CHAPTER 6

YEAR STATEMENTS FINANCIAL OF OPINION COMPONENT A: AUDITOR-GENERAL 2012/13

TO THE WESTERN CAPE PROVINCIAL PARLIAMENT AND THE COUNCIL ON THE THEEWATERSKLOOF MUNICIPALITY REPORT OF THE AUDITOR-GENERAL

REPORT ON THE FINANCIAL STATEMENTS

Introduction

I have audited the financial statements of the Theewaterskloof Municipality set out in Volume 11 pages 3 to 82, which comprise the statement of financial position as at 30 June 2013, the statement of financial performance, statement of changes in net assets, statement of comparison of budget and actual amounts and cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with South African Standards of Generally Recognised Account Practice (SA Standards of GRAP) and the requirements of the Local Government: Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2012 (Act No. 5 of 2012) (DoRA), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or ۲,

Auditor-general's responsibility

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- My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the general notice issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. m
- financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
- I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my δ.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Theewaterskloof Municipality as at 30 June 2013 and its financial performance, cash flows and the comparison of budget and actual amounts for the year then ended in accordance with SA Standards of GRAP and the requirements of the MFMA and DoRA. ø.



Emphasis of matters

I draw attention to the matters below. My opinion is not modified in respect of these matters.

Significant uncertainties

With reference to note 54 to the financial statements, the municipality is at risk for the payment of claims and other related expenditure. The amounts in this regard were uncertain at year-end and no provision for any liability that may result has been made in the financial statements. αį

Restatement of corresponding figures

As disclosed in note 40 to the financial statements, the corresponding figures for 30 June 2012 have been restated as a result of errors discovered during 2013 in the financial statements of the municipality at, and for the year ended, 30 June 2012. 6

Losses/Impairments

- As disclosed in note 46.4 to the financial statements, the municipality incurred water losses of 672 530 kl (15,06%) during the year under review (2011-12: 220 646 kl or 5,64%). 10.
- As disclosed in notes 20 and 21 to the financial statements, the provision for bad debt for consumer debtors from exchange transactions amounted to R96,8 million (2011-12: R87,9 million), and from non-exchange transactions R20,2 million (2011-12: R16,5 million). Also disclosed in note 21 is the total bad debt written off in the year amounting to R11,5 million (2011-12: R16,6 million). 끆

Material underspending of the budget

The municipality materially underspent its capital budget by R9 million, due to capital projects not being completed within the same time frames as those originally envisaged and after the original budget had been increased in the adjustment budget by R18,4 million.

Additional matters

I draw attention to the matters below. My opinion is not modified in respect of these matters. 13.

Material inconsistencies in other information included in the annual report

The draft annual report was provided for auditing. A high-level overview was performed on the draft document and no material inconsistencies were identified. The final printer's proof of the annual report will again be reviewed and any material inconsistencies then identified will be communicated to management. Should the inconsistencies not be corrected, it may result in the matter being included in the audit report.

Unaudited supplementary schedules

supplementary information set out in volume 11, pages 81 to 85 does not form part of the financial ements and is presented as additional information. I have not audited these schedules and, statements and is presented as additional in accordingly, I do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the PAA and the general notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and relevant to performance against predetermined objectives, cor internal control, but not for the purpose of expressing an opinion. 16.

Predetermined objectives

- I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 43 to 107 of the annual report. 17.
 - The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. 18.
- The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury's annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether 5

Chapter 6

cators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) relevant as required by the National Treasury's Framework for managing programme performance indicators and and relevant information.

- The reliability of the information in respect of the selected objectives is assessed to determine whether adequately reflects the facts (i.e. whether it is valid, accurate and complete). 20.
- There were no material findings on the annual performance report concerning the usefulness and reliability of the information. 21.

Additional matter

Akhough no material findings concerning the usefulness and reliability of the performance information were identified in the annual performance report, I draw attention to the following matter.

Achievement of planned targets

Of the total number of 103 targets planned for the year, 38 were not achieved during the year under review. This represents 37% of the total planned targets that were not achieved during the year under review. This was mainly due to the fact that indicators and targets were not suitably developed during the strategic planning process.

Compliance with laws and regulations

- I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters.
 - I did not identify any instances of material non-compliance with specific matters in key applicable laws and regulations as set out in the general notice issued in terms of the PAA. 25.

Internal control

- I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. 26.
- I did not identify any deficiencies in internal control that I considered sufficiently significant for inclusion in this report. 27.



Cape Town

30 November 2013



SOUTH AFRICA

Auditing to build public confidence



TERMS Z OFFICER ASSESSMENT BY THE MUNICPAL ACCOUNTING S121 (3) (E), (F) AND (G) OF THE MFMA 6.1

' arrears on municipal taxes and service charges, and an assessment by the officer of the municipality's performance against the measurable performance The MFMA section 121(3)(e) stipulates that the annual report must include an assessment by the municipality's municipality's accounting officer of the municipality's performance against the measurable perrormance objectives for revenue collection from each revenue source and for each vote in the municipality's approved budget for the relevant year. any ó officer

OFFICER MFMA THE MUNICPAL ACCOUNTING M ASSESSMENT S121 (3) (E)

Theewaterskloof as the debt crisis in the Eurozone has a spiral effect on the South African economy. The devaluation of the rand and the increase in fuel prices had also negatively impacted on inflation and the cost of living. Economic conditions in our municipal area have shown no improvement and hence it is becoming extremely difficult for the municipality to collect its outstanding debt.

Most of the municipalities' services (with the exception of electricity and to a certain extent water) are billed monthly in arrears to all consumers, regardless of whether these consumers have the means or ability to pay whilst we are facing many pressure groups who want to have more and better services and expect to pay less. Despite the many challenges, it is our objective and we remain confident and committed to improve our performance in credit control and debt collection in order to enable us to improve service delivery to all our communities.

The gross total outstanding debtors as at 30 June 2013 amounted to R141,4 million compared to R121,6

million for the corresponding period last year. This represents an increase of R19,8 million or 16,3% year on year. The net situation after the provision for doubtful debts has also deteriorated from R17 million to R24,3 million (43%). An analysis of the outstanding debtors is provided in the table below:

Ageing of receivables

13 740 228	6 652 275	101 201 737	121 594 241
10 731 901	10 072 299	120 625 836	141 430 037
Current (0 - 30 days)	1 to 3 months	Longer than 3 months	Total

The increase in the outstanding debtors is attributable to inter alia the difficulties that the municipality are experiencing in applying credit control measures in the areas where Eskom is the licensed electricity distributor. Another major contributor of the increase in outstanding debtors is the fact that it is virtually impossible to

Chapter 6

implement proper debt collection processes in one of our communities where the properties are held in trust. We however still remain optimistic that soon the tide will turn and we will continue to build on the successes achieved since 2006. Our position in respect of outstanding debtors has worsened which calls for urgent interventions and remedial action to turn this unfavourable situation around.

Municipalities are at a disadvantage from the date when consumers apply for services because unli private sector you may not refuse the provision of services even if a person is not credit-worthy. The only

way of restricting Indigents and other consumers, to consume within the free basic limits affordability limits, respectively is by way of Prepaid Meters after proper consultation and provided that it is included in the municipality's By-laws.

The following measures are proposed to improve the collection ratio:

- The revenue section is under capacitated when compared to municipalities with a similar revenue base. The current billing system does not allow for effective credit control and debt collection. Debt collection and credit control is being done manually as there is interface problems between the billing system and the separate computer system purchased for debt collection. Coupled with it, is the fact that the billing system is not integrated with the general ledger resulting in manual journals that have to be processed on a monthly basis. This situation always creates room for human error and reconciliations may be cumbersome and time consuming. The possibility of implementing an ERP system is currently being investigated and which will result in considerable cost savings and efficiencies. It will also improve the accuracy and the quality of management information, whilst at the same time eliminating the need for a separate computer system for debt collection and credit control. The revenue section is under capacitated when
- electricity makes effective credit control impossible. Hence, in these instances the municipality has to rely on costly and time consuming legal processes to collect revenue. The municipality is continuing its efforts to take over the electricity distribution from Eskom or at least enter into an agreement with Eskom in terms of which the municipality will act as an agent for Eskom with regards to electricity fact that the bulk of the revenue is billed in areas where the municipality does not distribute distribution,
- An analysis of the revenue function has also revealed that the credit control and debt collection section in the biggest town is non-existent and at least two additional positions need to be created which will yield additional revenue and improve the cost benefit ratio in respect of revenue administration. Data cleansing and the maintenance of an updated debtors' database including indigent registration is also another area where the municipality will realize considerable cost savings.
- The replacement of conventional meters with prepayment meters is another initiative that will increase the efficiency of revenue collection. A tariff benchmarking exercise will be undertaken to ensure that tariffs are cost reflective and affordable which will also improve the revenue collection. A restructuring tariffs are cost reflective and affordable which will also improve the revenue collection. A restructuring of tariffs may also be necessary to decrease surpluses on trading services and subsidization of rates funded services by trading services. The impact of price sensitivity on revenue may be reduced through a tariff restructuring.
- A water meter audit also needs to be conducted to limit water losses which is reported to be in excess of 15% and considered excessive. This may be due to theft and illegal connections, as well as faulty or no meters,
- ₩ E The development and implementation of an incentive scheme to encourage consumers with accounts to enter into arrangements for the payment of arrears is another initiative that The development and implementation of explored



MEMA OFFICER-THE MUNICPAL ACCOUNTING ASSESSMENT BY 6.1.2

Revenue by source is depicted in the table below and indicates that the variances were recorded for government grants and subsidies and other income resulting in more revenue collected than anticipated. R370,8 million. The actual revenue for the year amounted to R377,3 million against the budgeted revenue of

REVENUE BY SOURCE	P 2013 R (Actual)	r 2013 R (Final Buget)	Z013 R (Varience)
Property rates	47 606 616	48 850 000	(1 243 384)
Service charges	131 967 496	134 632 710	(2 665 214)
Rental of facilities and equipment	2 717 236	1 396 000	1 321 236
Interest eamed - external investments	2 407 250	2 130 000	277 250
Interest earned - outstanding debtors	7 616 931	7 900 000	(283 069)
Fines	5 465 859	5 324 000	141 859
Licences and permits	2 625 949	2 375 000	250 949
Agency sewices	1 956 810	2 000 000	(43 190)
Government Grants and Subsidies	146 123 243	157 552 273	(11 429 030)
Other revenue	28 790 306	4 093 832	24 696 474
Gains on disposal of PPE	•	4 500 000	(4 500 000)
Total Operating Revenue	377 277 696	370 753 815	6 523 881

MFM THE MUNICPAL ACCOUNTING OFFICER-₽¥ ASSESSMENT S121 (3) (C) 6.1.3

The TWK Municipality has for the first time managed to obtain a clean audit from the Auditor-General on the annual financial statements for the year ended 30 June 2013.

There are however certain matters that were highlighted in the audit report which the municipality will attend to in 2013/14. These matters are as follows:

Pre-determined objectives

The municipality had failed to achieve 37% of the planned targets for the year. This was primarily due to the fact the targets were not suitably developed and a review of the targets have already been undertaken to ensure that the targets are well developed. Furthermore, we are currently conducting quarterly performance reviews which are audited and submitted to the performance audit committee and to Council.

and Although the municipality had obtained a clean audit for the year, it is critical that financial management internal controls be improved to maintain a clean audit opinion going forward.

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COMMENTS ON MFMA SECTION 71 RESPONSIBILITIES:

Section 71 of the MFMA requires municipalities to return a series of financial performance data to the National Treasury at specified intervals throughout the year. The Chief Financial Officer states that these data sets have been returned according to the reporting requirements.

Signed (Chief Financial Officer)

.. Dated

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GLOSSARY

GLOSSARY

Accessibility	Explore whether the intended beneficiaries are able to accommon and an arrangement of the same and a second of the same a
indicators	outputs.
Accountability	Documents used by executive authorities to give "full and requiar" reports on the
documents	matters under their control to Parliament and provincial legislatures as prescribed by
	the Constitution. This includes plans, budgets, in-year and Annual Reports.
Activities	The processes or actions that use a range of inputs to produce the desired outputs
Adequacy indicators	The disability of incut and incut are sence, activities describe "what we do".
Annual Denort	A second to might or output relative to the need or demand.
Allical report	A report to be prepared and submitted annually based on the regulations set out in
	Section 121 of the Municipal Finance Management Act. Such a report must include
Approved Budget	The sound formation statements as submitted to and approved by the Auditor-General.
	and approved by council or a provincial or national oversuits.
Baseline	Current level of performance that a municipality aims to improve when cetting
	performance targets. The baseline relates to the level of performance recorded in a
	year prior to the planning period.
Basic municipal	A municipal service that is necessary to ensure an acceptable and reasonable quality
	of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment
Budget year	The financial year for which an annual budget is to be approved - means a year
	2
Cost Indicators	The overall cost or expenditure of producing a specified quantity of outputs.
Distribution Indicators	The distribution of capacity to deliver services.
Financial Statements	Includes at least a statement of financial position statement of financial
	t, notes to these statements and
General Key	After consultation with MECs for local government, the Minister may prescribe
performance	nce indicators that are appropr
Indicators	
Impact	The results of achieving specific outcomes, such as reducing poverty and creating
Town the	jobs.
Sinding	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and
	buildings.
	Set out municipal goals and development plans.
ment	
National Key	Service delivery & infrastructure
performance areas	Economic development
	 Municipal transformation and institutional development
	Financial viability and management
Outcomes	Good governance and community participation
	achieving specific outputs. Outcomes should relate clearly to an institution's standard
	goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outputs	The final products, or goods and services produced for delivery. Outputs may be
	defined as "what we produce or deliver". An output is a concrete achievement (i.e. a
	product such as a passport, an action such as a presentation or immunization, or a Service such as processing an application) that contributed to the actions of a

	Key Kesult Area,
Performance	Indicators should be specified to measure performance in relation to input, activities,
Indicator	outputs, outcomes and impacts. An indicator is a type of information used to gauge
	the extent to
	Which an output has been achieved (policy developed, presentation delivered, service rendered)
Performance	Generic term for non-financial information about municipal services and activities.
Information	Can also be used interchangeably with performance measure.
Performance	The minimum acceptable level of performance or the level of performance that is
Standards:	generally accepted. Standards are informed by legislative requirements and service-
	level agreements. Performance standards are mutually agreed criteria to describe
	how well work must be done in terms of quantity and/or quality and timeliness, to
	clarify the outputs and related activities of a job by describing what the required result should be. In this FPMDS performance standards are divided into indicators
-	and the time factor.
Performance Targets:	The level of performance that municipalities and its employees strive to achieve.
	Performance Targets relate to current baselines and express a specific level of
	performance that a municipality aims to achieve within a given time period.
Service Delivery	Detailed plan approved by the mayor for implementing the municipality's delivery of
Budget	services; including projections of the revenue collected and operational and capital
Implementation Plan	expenditure by vote for each month. Service delivery targets and performance
	indicators must also be included.
Vote:	One of the main segments into which a budget of a municipality is divided for
	appropriation of money for the different departments or functional areas of the
	municipality. The Vote specifies the total amount that is appropriated for the purpose
	of a specific department or functional area.
	Section 1 of the MFMA defines a "vote" as:
	a) one of the main segments into which a budget of a municipality is divided for the
	appropriation of money for the different departments or functional areas of the
	municipality; and
	b) which specifies the total amount that is appropriated for the purposes of the
	department or functional area concerned

APPENDICES

APPENDIX A - COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

	cillors, Cor	Councillors, Committees Allocated and Council Attendance	Souncil Attendance		
Gouncil Members	Full Time /	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non- attendance
	FT/PT			%	%
Aldenman CB Punt	Fulltime	Executive Mayor	DA	80%	%0CT
Councilor C Vosico	Fulltime	Speaker	DA	100%	
Councilor P U Starffliet	Fulltime	Technical Services	Ward 7 DA	%06	100%
Councilor M Tshaka	Fulltime	Corporate Services	Ward 13 DA	100%	
Councilor K Papier	Fulltime	Operational Services	Ward 3 DA	100%	
Councilor 6 Careise	Fulltime	Development Services	COPE	30%	100%
Councilor N De Wet	Fulltime	Financial Services	Ward 5 DA	100%	
Councilor N Pieterse	Part Time	Corporate Services	Ward 9 DA	30%	100%
Councilor M Nongxaza	Part Time	Part Time Corporate Services	NICO	80%	100%
Councilor J Nellie	Part Time	Part Time Corporate Services	Ward 6 ANC	80%	10.0%
Councilor F Mankayi	Part Time	Part Time Corporate Services	ANC	80%	100%
Councilor M Koegelenberg	Part Time	Part Time Financial Services	Ward 4 DA	%06	100%
Councilor M Mathews	Part Time	Financial Services	Ward 11DA	306	100%
Councilor S Withooi	Part Time	Financial Services	ANC	%C8	100%
Councilor J Hendricks	Part Time	Part Time Financial Services	ANC	80%	100%
Councilor M Plato	Part Time	Development Services	Ward 10 DA	100%	
Councilor i Sileku	Part Time		DA	100%	
Councilor P de Wet	Part Time		ANC	70%	100%
Councilor U Sipunzi	Part Time		Ward 12 ANC	809	100%
Councilor K Tiemie	Part Time	Technical Services	Ward 1 DA	30%	100%
Alderman C November	Part Time	Technical Service	ANC	40%	100%
Councilor C Thembani	Part Tim	Technical Service	Ward 8 ANC	80%	100%
Councilor J Swartz	Part Time	Operational Services	MNP	30%	8
Councilor M Hector	Part Time	Part Time Operational Services	Ward 2 DA	%06 %06	100%
Councilor A Cupido	Part Time	Part Time Operational Service	ANC	70%	100%
]

APPENDIX B - COMMITTEES AND COMMITTEE PURPOSES

	Committees (other than Mayoral / Executive Committee) and Purposes of Committees
Municipal Committees	Purpose of Committee
ICT Committee	The purpose of the ICT Steering Committee to govern and be accountable for the municipality's ICT environment and
Portfolio Committees	Council has the following Portfolio Committees: Corporate Services Portfolio Committee Financial Services Portfolio Committee Technical Services Portfolio Committee Development Services Portfolio Committee
	routon committees are established to assist council with the effective and efficient performance of any of its functions or to exercise any of its powers.
Town Advisory Committees	TAF's are composed of the Ward Councillors, PR Councillors, Ward Committee Members and the town manager of the respective town. The TAF's are consulted when ward committee liput is needed for a town as a whole. The role and function of the TAF is to advise and make recommendations to Council on behalf of the community within their respective wards on matters pertaining to the IDP and the Budget, service delivery and development projects within the town.
Ward Committees	Ward committees is the official public participation structure of the Municipality. It has 5 primary functions: Drafting of the ward IDP and Budget, Senice Level Agreement monitoring, identifying the Quickwin Projects for their wards/towns and they should report back to their Constituencies.
Performance and Audit Committee	Internal financial control, internal audits, performance management and effective governance.
Oversight Committee	S. Marthinus
Risk Management Committee	Review the municipality's risk identification and assessment methodologies to obtain reasonable assurance of the control completeness and accuracy of the repixter
Combined Management, Speaker and Executive Mayoral Committee	S. Marthinus
Management Committee	S. Marthinus
ICT Committee	Effective implementation and compliance of the Theewaterskloof Information technology policies and procedures
Planning	5, Marthinus
Financial Sustainability	S. Marthinus

APPENDIX C - FUNCTIONS OF MUNICIPALITY / ENTITY

Municipal / Entity Functions	ns.	
MUNICIPAL FUNCTIONS	Function Applicable to	Function
	municipality (res / NO)*	Applicable to Entity
Constitution Schedule 4, Part B functions:		(Yes / No)
Air pollution	Vec	S. P.
Building regulations	Yec	N N
Child care facilities	Yes	ON ON
Electricity and gas reticulation	Yec	OF OF
Firefighting services	SN	
Local tourism	Vec	ON V
Municipal airports	No.	ON
Municipal planning	No.	ON .
Municipal health services	C2 -	2
Municipal public transport		2
Municipal public works only in respect of the people of	res Ver	2
municipalities in the discharge of their responsibilities to	C D	and the
administer functions specifically assigned to them under this		
Constitution or any other law		Q.
Pontoons, ferries, jetties, piers and harbours, excluding the	No	
regulation of international and national shipping and matters		No
Stormwater management systems in built-up areas	Yes	No
Trading regulations	Yes	No.
Water and sanitation services limited to potable water supply	Yes	500
systems and cornestic waste-water and sewage disposal systems		
Beaches and amusement facilities		٥ :
Billboards and the display of advertisements in public plants		No
the state of the s	S. S. S. S. S. S. S. S. S. S. S. S. S. S	á
Cemeteries, funeral parlours and crematoria	Yes	2 2
Cleansing		2
Control of public nuisances		2
Control of undertakings that sell liquor to the public		No.
Facilities for the accommodation, care and burial of animals		N _S
Fencing and fences		S S
Licensing of dogs		S.
Licensing and control of undertakings that sell food to the		
Local amenities		No.
local court facilities		ON.
Markate		02
Ministral shaetaire		No
funicipal analysis and an analysis		No No
Municipal parks and recreation		No
Municipal roads		No
Noise pollution	Yes	No
Pounds		No
Public places		No
Refuse removal, refuse dumps and solid waste disposal	Yes	No
Street trading	Yes	No
Street lighting	Yes	No
Traffic and parking		No

APPENDIX D - LONG TERM CONTRACTS AND PUBLIC PRIVATE PARTNERSHIPS

cipal Department) Civil Contractors and the Seven arade 182 the 7 arade 182 the 7 arade 182 the 7 arade the Seven Inade the Seven Inade the Seven Inade the Seven	Description of Services Rendered by the Service Provider Upgrading of Grabouw Sewage	Start Date of Contract	Explry date of	Project manager	
eline Civil Contractors SA Bank Ory Parade 1/8 2 1/8 7 Ory Parade 1/	of Grabouw Sewage		Company		Contract Value
eline Civil Contractors SA Bank ory Parade t/a Seven ory Parade 182 t/a 7 ory Parade 182 t/a 7 ory Parade 182 t/a 7 ory Parade t/a Seven ory Parade t/a Seven ory Parade t/a Seven ory Parade t/a Seven ory Parade t/a Seven	Works - Phase 1 Decide		1980,000		
SA Bank Sy Bank Dry Parade 1/8 Seven Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7 Ory Parade 1/82 1/8 7	Supply & Installation of Mechanical & Electrical equipment	22-Feb-12	21-Feb-17	N. Kavser	31 086
SA Bank SA Bank Ory Parade 1/8 2 1/8 7 Ory Pa	Upgrading of Grabouw Sewage Treatment Works: Civil Works				
ory Parade t/a Seven ory Parade 182 t/a 7 ory Parade 182 t/a 7 ory Parade 182 t/a 7 ory Parade t/a Seven ory Parade t/a Seven e Agulhas Civils	nd 2B	6-Dec-12	31-Jan-14 N. Kayser	N. Kayser	14 601
ory Parade t/a Seven ory Parade 182 t/a 7 ory Parade 182 t/a 7 ro Serv Waste agement ry Parade t/a Seven e Agulhas Civils	oans			P.Mostert	11 275
ory Parade 182 t/a 7 ory Parade 182 t/a 7 roServ Waste agement ry Parade t/a Seven e Agulhas Civils	Development of 138 Subsidised Low-costs Housing Units in Pineview, Grabouw	9-May-11	30-Jun-12	D. Kruse	9 397
o Khokela ory Parade 182 t/a 7 roServ Waste agement ry Parade t/a Seven e Agulhas Civits	Construction of 100 IRDP Houses at Waterworks and Denneknin - Grabouw	27-Aug-12	30-Jun-13	D. Kruse	8 990
ory Parade 182 tra 7 roServ Waste agement ry Parade tra Seven e Agulhas Civits	Construction of Villiersdorp Reservoir and Related Connecting Pipe Work	7-Dec-12	31-Jul-13 N. Kayser	N. Kayser	7 857
roServ Waste agement iny Parade t/a Seven e Agulhas Civits	Rooidakke 1169 UISP - Upgrading of Informal Settlement Programme for Stages 1, 2 and 3			D. Kruse	7 692
ny Parade t/a Seven e Agulhas Civils	Operation of the Caledon Landfill Site and Transportation of Containerised Municipal Solid Waste	29-Jul-10	1-Aug-13		7 523
ulhas Civils	Development of 70 Subsidised Law-costs Housing Units in Villersdorp	6-Jun-11	30-Jun-12	D. Kruse	5 434
	Installation of Greyton-Genadendal Link Sewer	11-May-09		N. Kayser	5 293
Kwezi V3 Bulk Water S	Provision of Profesional Services for Bulk Water Supply in Grabouw	1-Dec-06	31-Dec-13 N. Kayser	N. Kayser	3 785
Upgrading of Gardre Precint	Upgrading of Grabouw Community Centre Precint	28-May-12	27-Aug-12	J. Bamard	3 704
Supply and It Viking Pony Africa Pump and Electrica Va Tricom Africa for the Elken	Supply and Installation of Mechanical and Electrical Pumping Equipment for the Elkenhof Dam Pump Station	15-Mar-12	31-Dec-13	N. Kayser	3 630
Provision of Boland Valuers for Supplement	Provision of Professional Services for Supplementary Valuations	31-Jan-11	30-Jun-13		3 287
Electrification Villersdorp (Adenco Construction Poekom)	Electrification of Informal Houses in Villersdorp (Goniwe Park and Poekom)	27-Sep-12	28-Jun-13	M. Redelinghuys	3 055
	Traffic Speed Measuring, Numbering Plate recognition System and delivery of Administrative Support Services for Fine Collection	18-Dec-12	17-Dec-15	17-Dec-15 N. Arendse	3 000
Lateral Unison Insurance Provision of S Brokers for a Period (Provision of Short Term Insurance for a Period of Three (3) Years			M. van Staden	2776
Replacement Electricity Me Adenco Construction type	Replacement of Conventional Electricity Meters with Pre-Payment type	16-Feb-11	30/2/2012	M. Redelinching	2732
Requed Construction Grabouw	Upgrading of Protea Street, Grabouw	31-0ct-12	28-Mar-13i L. Pamell	L. Parnell	2 668
Medium and in Caledon, V Adenco Construction Villiersdorp	Medium and Low Voltage Upgrading in Caledon, Villiersdorp and Villiersdorp	13-Dec-12	28-Jun-13	28-Jun-13 M. Redelinghuvs	2 646

APPENDIX E - DISCLOSURES OF FINANCIAL INTERESTS

Peaklon Name Description of Parantal Interests		Done	July to 30, line of Vary 6 (Current Vans)
Christopher Bernard Punt Mulami Tshaka Glen Morris Edwin Carelse Glen Morris Edwin Carelse Glen Morris Edwin Carelse Glen Morris Edwin Carelse Karel Isak Johannes Papier Nicolaas Havenga De Wet Pearl Ursula Stanfliet Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Isa	Position		Description of Financial Interests
Mulami Tshaka Glen Morris Edwin Carelse Glen Morris Edwin Carelse Glen Morris Edwin Carelse Glen Morris Edwin Carelse Glen Morris Edwin Carelse Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Isaac Mbulelo S	(Executive) Mayor	de de de de de de de de de de de de de d	(Nii / Or details)
Milulami Tshaka Glen Morris Edwin Carelse Glen Morris Edwin Carelse Karel Isak Johannes Papier Nicolaas Havenga De Wet Pearl Ursula Stanfliet Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbooi Charles David November Funeka Mankayi Jarobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuviswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet	Member of MayCo	_	BKB Aandele, Sanlam Aandele, SASSOL aandele, PSG - Aandele Portefeu
Karel Isak Johannes Papier Nicolaas Havenga De Wet Pearl Ursula Stanfliet Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbooi Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet	Exco	\rightarrow	NIL
Karel Isak Johannes Papier Nicolaas Havenga De Wet Pearl Ursula Stanfliet Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbool Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Xiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		Glen Morris Edwin Carelse	NIL
Karel Isak Johannes Papier Nicolaas Havenga De Wet Pearl Ursula Stanfliet Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbool Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Umarthi Toto Sipunzi Peter de Wet			Member of Sqedile Construction Co-operative Ltd; Directo fo Sqedile
Nicolaas Havenga De Wet Pearl Ursula Stanfliet Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Sharon Regina Witbooi Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Marie Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Marhews Unathi Toto Sipunzi Peter de Wet		Karel Isak Johannes Papier	Construction and LLAHLA Maintenance; Financial Interest in Caledon Small Farmers
Pearl Ursula Stanfliet Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbooi Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Martin Mathews Undartin Toto Sipunzi Peter de Wet		Nicolaas Havenga De Wet	Aandele - Portefeulje by PSG
Christian Johanna Maria Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbool Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholasa Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		Pearl Ursula Stanfliet	NI.
Vosloo Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbooi Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongexaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholasa Pieterse Meki Plato Martin Mathews Umarthi Toto Sipunzi Peter de Wet		Christian Johanna Maria	
Andrew Henry Franklin Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbooi Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Xiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholasa Pieterse Meki Plato Martin Mathews Unatri Toto Sipunzi Peter de Wet	Councilor	Vosloo	
Cupido Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbool Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Pieterse Mek Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		Andrew Henry Franklin	
Isaac Mbulelo Sileku Johnvin Patrick Hendricks Sharon Regina Witbooi Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Pietrse Marte Louise Pietrse Marte Louise Pietrse Marte Louise Pietrse Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Marte Louise Hector Martin Objective Martin Marthews Unathi Toto Sipunzi		Cupido	NIL
Johnvin Patrick Hendricks Sharon Regina Witbool Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martie Loulse Hector Martie Loulse Hector Martie Loulse Hector Martie Loulse Pieterse Martie Loulse Pieterse Martie Loulse Pieterse Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Marthews Unathi Toto Sipunzi Peter de Wet		Isaac Mbuleto Sileku	Director and Co-Funder of Siyabuleia Events Management
Sharon Regina Witbooi Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Marthe Loulse Hector Marthe Loulse Hector Marthe Loulse Hector Marthe Loulse Plector Marthe Loulse Plector Marthe Loulse Plector Marthe Loulse Plector Marthe Magdalena Nicholass Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		Johnvin Patrick Hendricks	Member of Overberg Labour Outsourcing Specialists and TWK Construction Resource CC
Charles David November Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Umarthi Toto Sipunzi		Sharon Regina Witbooi	TIN
Funeka Mankayi Jacobus Johannes Swartz Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholasa Pieterse Meki Plato Martin Mathews Umarthi Toto Sipunzi		Charles David November	NIL
Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		Funeka Mankayi	NIE
Monwabisi Raymond Nongxaza Kiro Jacobie Tiemie Martie Loulse Hector Martie Loulse Hector Martie Loulse Hector Martin Magdalena Nicholasa Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		Jacobus Johannes Swartz	NIL THE STATE OF T
Norgxaza Kiro Jacobie Tiemie Marthe Loulse Hector Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Umartin Toto Sipunzi Peter de Wet		Monwabisi Raymond	
Kiro Jacobie Tiemie Martie Louise Hector Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholasa Pieterse Meki Plato Martin Mathews Umathi Toto Sipunzi Peter de Wet			NI.
Martie Louise Hector Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet			llemie Bouers Cc
Martha Magdalena Koegelenberg Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet			NIL.
Koegelenberg Johanna Nellie Gatherine Vuyiswa Thembani Nicholaas Pieterse Marki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		lena	Member of The Nail place Cc; and have a financial interest in Caledon Grace Guesthouse; Husband is the Director of Armature Winding Pro 124
Johanna Nellie Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet			registered service provider of Municipality)
Catherine Vuyiswa Thembani Nicholaas Pieterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet			
Nicholaas Pieterse Nicholaas Pieterse Marki Plato Markin Mathews Unathi Toto Sipunzi			
Micholaas Pleterse Meki Plato Martin Mathews Unathi Toto Sipunzi Peter de Wet		1	TIN
Meki Plato Martin Mathews Unathi Toto Sipunal Peter de Wet			11.
Martin Mathews Unathi Toto Sipunzi Peter de Wet			dember of Thandi Farm Cc
Vinathi Toto Sipunzi Peter de Wet			
Peter de Wet			
uncipal Menager Chief Financial Officer Opticer Cecutive) Directors Directors Der SST Officials			JI.
Chief Financial Officer Deputy Min and (Executive) Directors Directors her SST Officials	unicipal Manager		
Officer Directors Directors Directors Directors Directors Directors Directors	Chief Financial		
Directors Directors Directors Directors Directors Directors Directors Directors	Officer		
Directors Directors her S57 Officials	Deputy MM and		
her S&7 Officials	(Executive)		
her SS7 Officials			
her S&7 Officials			
her S87 Officials			
her SS7 Officials			
net SS7 Officials			
	ner 557 Officials		

APPENDIX F (I): REVENUE COLLECTION PERFORMANCE BY VOTE

	Revenue	Revenue Collection Performance by Vote	ormance by Vol	يو		
						R' 000
	2011/12		2012 / 13		2012 / 13	/13
Vote Description	Actual	Original Budget	Adjusted	Actual	Original Budget	Adjustments
			Budget			Budget
Vote 1 - Executive & Council	5 096	6 271	7 325	8 363	33%	14%
Vote 2 - Finance & Admin	95 042	296 86	105 607	225 210	128%	113%
Vote 3 - Planning & Development	1 620	1731	3 091	(441)	-125%	-114%
Vote 4 - Community & Social Services	4 274	040	060 9	5 276	-13%	-13%
Vote 5 - Housing	-	318	318	(262)	-350%	-350%
Vote 6 - Public Safety	3 039	5734	5418	4 169	-27%	-23%
Vote 7 - Sport & Recreation	(212)	797	174	(821)	412%	-572%
Vote 8 - Environmental Protection	_	-	ı	(100)		
Vote 9 - Waste Management	20 277	23 495	23 245	20 855	-11%	-10%
Vote 10 - Waste Water Management	17 927	21 516	20 156	19 130	-11%	-5%
Vote 11 - Roads Transport	3 878	5 440	4773	2514	-54%	47%
Vote 12 - Water	37 466	46 780	44 592	33 478	-28%	-25%
Vote 13 - Electricity	58 989	67 020	65 500	61 356	%8-	%9-
Vote 14 - Other	55 406	75 936	87 883	(108)	-100%	-100%
Example 15 - Vote 15	0					
Total Revenue by Vote	303 101	359 511	374 172	378 085	5%	1%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the principal/adjustment. This table is alimned to MARPS table 43.	difference betwe to MBRP table /	en actual and oriț 13	yinal/adjustments	budget by the		1 X
onginaragounom, mo tabo o angnoa	וט זאנטאו ערוטאו ט	2				18.1

APPENDIX F (ii): REVENUE COLLECTION PERFORMANCE BY SOURCE

Property rates		Revenue Colle	Revenue Collection Performance by Source	nce by Source			6
10get Adjustne 9% Budget 9% -1 7% -1 9% -1 9% -1 9% -1 13% -1 9% -1 9% -1 2% -1 5% -1 9%		2011/12		2012/13		2012	7/13
9% Budget 9% -10 00% -10 00% -10 13% 13% 14% 17% 13% 12% 12% 12% 12% 12% 12% 12% 12% 12% 12	Description	Actual	Original Budget	Adjustments	Actual	Original Budget	Adjustments
9% -17% -100% -100% -100% -100% -100% -100% -100% -100% -100%			-1	Budget			Budget
20% -10 9% -10 00% -10 34% 11 33% 11 -10 -10 -10 -10 -10 -10 -10 -10 -10 -	Property rates	43 226		45 900	47 607	%6	
20% 9% 7% 7% 10% 34% 34% 13% 13% 13% 10% 10%	Property rates - penalties & collection charges	,	I	1	1		
20% 9% 7% 7% 13% 13% 13% 13% 13% 10% 10% 10% 10% 10% 10% 10% 10	Service Charges - electricity revenue	54 639	64 822	63 303	60 369	%2-	
9% 7% 00% 13% 9% 13% 13% -3% 56% -11-	Service Charges - water revenue	35 255	43 664	41 475	35 114	-20%	,
7% 00% 13% 13% 13% 13% 13% 13% 13% 13% 13%	Service Charges - sanitation revenue	14 623	16 584	15 224	18 025	%6	
00% -10 0% 34% 34% 34% 34% 34% 35% -10 -3% -10 56% 24 24 20% -10	Service Charges - refuse revenue	16 074	17 248	16 998	18 460	7%	8
2% 2% 56% 2% 2%	Service Charges - offier	166	1761	1 668		-100%	.100%
34% 9% 13% 13% 10% -10	Rentals of facilities and equipment	1 105	2712	2 724	2717	***	%0
9% 13% 6% 24 56% 24 10%	Interest earned - external investments	1738	1 800	2 130	2 407	34%	12%
13% 13% 56% 24 26% 24 27	Interest eamed - outstanding debtors	7 834	7 000	7 900	7.617	8 8	707
13% 13% 13% 1-3% 56% 24 20% -10	Dividends received	1	ı			2	R T
2% 13% 13% 13% 10% 10% 10% 10%	Fines	2 942	5 376	K 32A	1 400	è	è
.3% .3% .56% 2. .00% -10	Licences and permits	2 926	3 033	732 C	0000	7.00	8,7
56% 22 56% 22 20% -11	Agency services	1836	2005	0000	070 7	-15%	% L
24. 24. 24. 27. 28. 28. 28. 28. 28. 28. 28. 28. 28. 28	Transfers recognised - operational	54 794	79 029	81 779	74 010	5 A	109
2%	Other revenue	10 537	960 9	8 070	27 788	356%	244%
2%	Gains on disposal of PPE	ſ	3 750	4 500	3	100%	1000
2%	Enviromental Proctection			3			9.001-
	Total Revenue (excluding capital transfers and contributions)	247 695	298 655	301 369	304 162	2%	1%
	Variances are calculated by dividing the difference	between actua	l and original/adju	stments budget	s/lenioinel/s	divetmente	77.0

APPENDICES

APPENDIX G: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Debits Pudget Adjustments Adjustment			Conditional (Conditional Grants: excluding MIG	ing MIG		R.000
15% Incressary) 15% 0% 0% 0% 0% 0% 17% 14% 14% 14% 14% 14% 14% 14% 14% 14% 14		Budget	Adjustments	Actual	Vari	ance	Major conditions applied by donor (continue below)
15% 15% 15% 15% 15% 15% 15%	Details		Budget		Budget	Adjustments Budget	(Hecessary)
15% 0% 0% 0% 0% 17% 17% 17%	National Treasury						
15% 0% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6% 6%	Local Government Financial Management Grant (FMG)	1500	1 390	1641	%6		
98.8 90.8 0.8 0.8 17.8 17.8 17.8 17.8 17.8 17.8	Municipal System Improvement Grant (MSIG)	900	900	941	18%		
2.8 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	Mational Electrification Programme (NEP)	3 000	3 000	3 000	%0		
8% 8% 8% 8% 8% 8% 8% 8% 8% 8% 8% 8% 8% 8	Neighbouhood Development Programme Grant	•	1873	1796		188	
20% 0% 0% 17% 17% 17%	Regional Bulk Infrastructure Grant (RBIG)	5 500	10 500	10 500	91%	%0	
8.8% 8.00 8.8% 8.00 8.8% 8.00 8.8% 8.00 8.00							
8%. 0%. 0%. 17%. 17%.	Provincial Treasury						
0% 0% 0% 17% 17%	integrated Housing and Human Settlement & Dev. Grant	38 762	40 247	37 308	-4%	%8 <u>-</u>	
0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	CDW Operational Support Grant	189	313	142	-25%	-120%	
0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0	Development of Recreational Facilities (Sportfields)	144	#	#	%0	%0	
7.5% No. 2.5	Maintenance Of Proclaimed Main Roads	108	108	108	%0	%0	
% A & A & A & A & A & A & A & A & A & A	Library Service Conditional Grant	5 671	5671	1299	%0		
% % % % % % % % % % % % % % % % % % %	Finacial Management Support Grant	-	004	-			
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4%	HAN students	900	1 067	837	-7%	-27%	
	IDC Grant	-	900	165		-384%	
	* This includes Neighbourhood Development Partnership Grant,	Public Transpo	rt bifrastructure	and Systems G	rant and any of	her grant	
	excluding Municipal Infrastructure Grant (MIG) which is dealt will	h in the main re	port, see 7 5.8.	3. Variances are	e calculated by	dividing the	
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